

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

**MEETING TO BE HELD AT 2.00 PM ON WEDNESDAY, 15 JUNE 2022
IN COMMITTEE ROOM 1 WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS**

A G E N D A

1. COMMENTS FROM THE OUTGOING CHAIR

Part 1 - Annual Meeting Business

2. MEMBERSHIP OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

To consider the attached report in relation to:

- (i) Noting the local authority representatives and substitutes appointed to the LEP Board.
- (ii) Confirming the private sector representatives on the LEP Board.
- (iii) Noting the vacancy for the LEP Chair and confirming arrangements for the LEP Deputy Chair.
- (iv) Appointing a co-optee and substitute to the LEP Board.
- (v) Confirming the member of the LEP Board to represent and engage with the SME business community.
- (vi) Confirming business engagement arrangements.
- (vii) Confirming a LEP Diversity Champion.
- (viii) Confirming continuing arrangements in relation to Partner Council Observers.
(Pages 1 - 8)

3. APOLOGIES FOR ABSENCE

4. 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.

- 5. EXCLUSION OF THE PRESS AND PUBLIC**
- 6. MINUTES OF THE MEETING HELD ON 31 MARCH 2022**
(Pages 9 - 14)
- 7. FUTURE ARRANGEMENTS FOR THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP**
(Led by: Alan Reiss, Author: Emma Longbottom)
(Pages 15 - 30)
- 8. NOMINATION TO THE WEST YORKSHIRE COMBINED AUTHORITY AND ITS COMMITTEES AND APPOINTMENTS TO OUTSIDE BODIES**
(Led by: Mark Roberts, Author: Caroline Allen)
(Pages 31 - 38)
- 9. GOVERNANCE ARRANGEMENTS AND ANNUAL ACCOUNTABILITY REPORTS**
(Led by: Alan Reiss, Author: Caroline Allen)
(Pages 39 - 44)
- 10. REMUNERATION AND EXPENSES SCHEME AND ANNUAL SUMMARY**
(Led by: Alan Reiss, Author: Angie Shearon)
(Pages 45 - 60)
- 11. EQUALITY AND DIVERSITY POLICY AND STATEMENT**
(Led by: Mark Roberts, Author: Alan Reiss)
(Pages 61 - 72)
- 12. SCRUTINY ANNUAL REPORT 2021/2022**
(Led by: Mark Roberts, Author: Hannah Scales)
(Pages 73 - 94)
- 13. CALENDAR OF MEETINGS 2022/23**
(Led by: Mark Roberts, Author: Angela Taylor)
(Pages 95 - 98)

Part 2 - Key Business Items

14. ECONOMIC UPDATE

(Led by: Alan Reiss, Author: Thomas Purvis)
(Pages 99 - 104)

15. MAYOR'S UPDATE

16. COMMITTEES UPDATE REPORT

(Led by: Mark Roberts, Author: James Young)
(Pages 105 - 108)

For Information

17. DRAFT MINUTES OF THE COMBINED AUTHORITY HELD ON 17 MARCH 2022

(Pages 109 - 124)

18. DATE OF NEXT MEETING

The next meeting will be held on 21 September 2022.

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

Date: 15 June 2022

Subject: **Membership of the Leeds City Region Enterprise Partnership Board**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author(s): Caroline Allen, Head of Legal & Governance

1. Purpose of this report

1.1 To ask Leeds City Region Enterprise Partnership Board (the LEP Board) to:

- note the **local authority representatives** and substitutes appointed to the LEP Board,
- confirm the **private sector representatives** on the LEP Board, including considering the proposal to extend the membership of two of the private sector LEP Board members whose first terms are shortly due to expire,
- authorise the LEP Deputy Chair to **commence a recruitment process** for the three private sector LEP Board vacancies in consultation with the LEP Chief Executive
- note the vacancy for the **LEP Chair** and confirm arrangements for the **LEP Deputy Chair**,
- appoint a **co-optee and a named substitute co-optee** to the LEP Board,
- confirm the member of the LEP Board to represent and engage with the **SME business community**,
- to confirm **business engagement arrangements**
- confirm a **LEP Diversity Champion**, and
- confirm continuing arrangements in relation to **Partner Council Observers**.

2. Information

2.1 The LEP Board is the decision-making forum of the Leeds City Region Enterprise Partnership (the LEP).

Local authority representatives

2.2 The LEP Constitution provides for the West Yorkshire Mayor ex-officio to be a local authority representative on the LEP Board and for the Mayor's

substitute to be ex-officio the Mayor's Deputy Mayor. The Constitution also provides for the following local authorities to appoint a **local authority representative** and **substitute** to the LEP Board:

- City of **Bradford** Metropolitan District Council
- Borough Council of **Calderdale**
- **Kirklees** Metropolitan Council
- **Leeds** City Council
- Council of the City of **Wakefield**

2.3 Attached as **Appendix 1** to this report is a schedule of the local authority representatives and substitutes appointed to the LEP Board.

Private sector representatives

2.4 Attached as **Appendix 1** to this report is a schedule of the private sector representatives currently serving on the LEP Board, and their terms of office. The LEP Constitution does not provide for substitutes for private sector representatives.

2.5 The Board will note that the term of office for three of the private sector representatives is due to come to an end shortly, namely that of Mark Roberts, Mandy Ridyard and Kate Hainsworth. Kate Hainsworth has tendered her resignation with effect from this meeting due to other commitments. However, it is proposed that the term of office of the other two Board members is extended for **a further three years** as a reflection of the valuable contribution they make to the work of the committees and the LEP as a whole. This would comprise a second three-year term for each representative, which is consistent with the LEP Constitution which provides that the term of office for each private sector representative will normally be a maximum of three years, with an optional extension of three years.

2.6 To this end, the Board is asked to approve extensions to the terms of office for:

Mark Roberts: to 30 June 2025

Mandy Ridyard: to 30 November 2025

2.7 The Board will note that should the approval at paragraph 2.6 above be given, there are still three private sector representative Board vacancies remaining. Authority is sought for the Deputy Chair to explore options and to progress a recruitment process to fill these vacancies in consultation with the LEP Chief Executive if that is considered on balance to be the most appropriate course of action. Given the current transitional arrangements, a revised recruitment process may be adopted in this case.

2.8 Proposed nominations by the LEP of Private Sector Representatives to committees of the Combined Authority are set out in a separate item on this agenda.

LEP Chair and Deputy Chair

- 2.9 The LEP Constitution provides for the LEP Board to appoint
- a private sector representative as Chair of the LEP, and
 - a private sector representative as a Deputy Chair of the LEP.
- 2.10 The LEP Board at its meeting on 30 March 2022 considered a report on ‘LEP Next Steps’ and a separate report on the agenda today, moves those proposals on, whilst recognising that there is further work to be done to transition to a new arrangement which will take a little while. In accordance with the proposal in the 30 March report, it is proposed that, pending a recruitment process leading to the appointment of a new Chair, the Deputy Chair acts as interim Chair to ensure the strong public /private collaboration which has been established is retained and supported during this transitional period.
- 2.11 In recognition of the importance of the role and acknowledging that during the transitional period there will be a need for a level of time commitment the extent to which is currently uncertain, it is proposed that the role is remunerated. Such remuneration to be calculated on a pro-rata basis of the remuneration previously set for the role of Chair of the LEP up to a maximum of three days per week as agreed with the Managing Director and Chief Executive to the LEP. Agenda item 10 proposes an amendment to the LEP Board Remuneration and Expenses Scheme to reflect this if agreed.
- 2.11 The LEP Board at its meeting in February 2020 appointed Mark Roberts as a Private Sector Deputy Chair with effect from 31 March 2020. In accordance with the LEP Constitution, the term of office for the Deputy Chair is three years with an optional extension of three years, and therefore no changes are proposed to these **deputy chairing arrangements**.

Co-optee on the LEP Board

- 2.12 The LEP has since 2021 appointed a co-optee and a named substitute co-optee to the LEP from business representative organisations to support the LEP’s agenda and core priorities. The LEP Constitution provides that the term of office for each co-optee will be one year, subject to any exceptional circumstances. Following discussions with the Mid Yorkshire Chamber of Commerce, West & North Yorkshire Chamber of Commerce, the CBI, the FSB and IoD it is proposed that the co-optee Board Member for June 2022-23 should be Beckie Hart of the CBI.
- 2.13 Further to this appointment, it is proposed that Barney Mynott of the Federation of Small Businesses (FSB) be the named substitute member for Beckie Hart in order to ensure business representation at each meeting of the LEP Board.

SME LEP Board member

- 2.14 In accordance with the Leeds City Region Assurance Framework

requirement, the LEP needs to appoint a member of the LEP Board to represent and engage with the SME business community. The current **SME Champion** is Mandy Ridyard, and it is proposed that Mandy continues to hold this role for a further 12 months.

Business engagement

- 2.15 The future role of the **Business Communications Group** (BCG) will be discussed with its members at a future meeting. Whilst it continues, it is proposed that the LEP Board assigns the role of chair of the BCG to Mark Roberts.

Diversity Champion

- 2.16 In accordance with the best practice set out in the Leeds City Region Assurance Framework, the LEP Procedure Rules require the LEP Board to appoint a member to act as the LEP's **Diversity Champion**, to encourage diversity and ensure that the LEP is acting in line with its diversity statement. As Kate Hainsworth the current Diversity Champion has stepped down from the Board a new nomination is required. The LEP Board is asked to appoint to this role.

Partner Council Observers

- 2.17 It is proposed that the current arrangements for representatives of the four 'hinge' authorities (Craven, Harrogate, Selby and York) to be invited to attend LEP Board meetings as observers continues. This allows discussion, debate and decisions to be taken with the benefit of a regional understanding of impact, benefits and opportunities

3. Tackling the Climate Emergency Implications

- 3.1 All members of the LEP Board will be expected to promote the cause of tackling climate emergency.

4. Inclusive Growth Implications

- 4.1 All members of the LEP Board will be expected to promote the cause of inclusive growth.

5. Equality and Diversity Implications

- 5.1 The role of Diversity Champion is key to ensuring that the LEP acts in line with its diversity statement – see further the separate item on this agenda.

6. Financial Implications

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

7. Legal Implications

7.1 All proposed appointments in this report are in accordance with the LEP Constitution and relevant Government requirements and best practice relating to LEP Board membership.

8. Staffing Implications

8.1 There are no staffing implications arising from this report.

9. External Consultees

9.1 None.

10. Recommendations

That the LEP Board:

10.1 Notes the local authority representatives and substitutes appointed to the LEP Board set out in **Appendix 1** of this report.

10.2 Confirms the current private sector representatives on the LEP Board as set out in **Appendix 1** of this report and agrees to extend the terms of office for Mark Roberts and Mandy Ridyard, each for a further three years to 30 June 2025 and 30 September 2025 respectively.

10.3 Authorises the LEP Deputy Chair to commence a recruitment process for the three private sector LEP Board vacancies in consultation with the LEP Chief Executive, noting that a bespoke procedure may be put in place given the transitional arrangements.

10.4 Notes the current vacancy for the LEP Chair and confirms the continuing term of office for Mark Roberts as private sector Deputy Chair to act as interim Chair pending recruitment to that role.

10.5 Confirms its agreement to remunerate the role of interim Chair pending recruitment to the role of Chair, such remuneration to be calculated on a pro-rata basis of the remuneration previously set for the role of Chair of the LEP Board up to a maximum of three days per week as agreed with the Managing Director and Chief Executive to the LEP.

10.6 Appoints Beckie Hart of the CBI as the Business Representative Organisation representative and co-optee on the LEP Board, with a term of office to the next LEP Board Annual Meeting and appoints Barney Mynott of the FSB as the named substitute member.

10.7 Confirms Mandy Ridyard as the member of the LEP Board to represent and engage with the SME business community as SME Champion.

10.8 Confirms Mark Roberts as the Chair of the Business Communications Group.

10.9 Appoints the LEP's Diversity Champion.

10.10 Agrees that Partner Council Observer representatives should continue to be invited to attend LEP Board meetings.

11. Background Documents

11.1 None.

12. Appendices

Appendix 1 - Schedule of LEP Members

LEP Board Members 2022 / 2023

Local Authority Representatives

	Mayor (Voting – ex-officio)	Bradford (Voting)	Calderdale (Voting)	Kirklees (Voting)	Leeds (Voting)	Wakefield (Voting)	Observers (Non-voting)	
							York	Harrogate <small>(representing Craven & Selby)</small>
Member	Tracy Brabin (L)	Susan Hinchcliffe (L)	Tim Swift (L)	Shabir Pandor (L)	James Lewis (L)	Denise Jeffery (L)	Andrew Waller (LD)	Richard Cooper (C)
Substitute	James Lewis (L)	Imran Khan (L)	Jane Scullion	Cathy Scott (L)	Debra Coupar (L)	Matthew Morley (L)	Keith Aspden (LD)	Graham Swift (C)

Private Sector Representatives

Member (Voting)	Sector	Term of office due to expire	Member (Voting)	Sector	Term of office due to expire
Shirley Congdon	Higher Education	28 February 2023	Mandy Ridyard	Manufacturing	30 September 2022
Helen Featherstone	Culture	28 February 2023	Mark Roberts (Dep Chair)	Retail	30 June 2022
Amir Hussain	Architect/Professional Services	9 June 2023	Kully Thiarai	Culture	28 February 2023
Prof Simon Pringle	Commercial Strategy	28 February 2023	Andrew Wright	Engineering	30 April 2023
Kamran Rashid	Third Sector	28 February 2023			

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**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON THURSDAY, 31 MARCH 2022 AT MEETING ROOM 1,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

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)
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)
Sandy Needham	Chamber of Commerce
Councillor Susan Hinchcliffe	Bradford Council
Councillor James Lewis	Leeds City Council
Councillor Jane Scullion (Substitute)	Calderdale Council

In attendance:

Peter Mucklow	LEP Senior Sponsor
Tom Riordan	Leeds City Council
Ben Still	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Brian Archer	LEP/West Yorkshire Combined Authority
Liz Hunter	LEP/West Yorkshire Combined Authority
Angela Taylor	LEP/West Yorkshire Combined Authority
Patrick Bowes	LEP/West Yorkshire Combined Authority
James Flanagan	LEP/West Yorkshire Combined Authority
Emma Longbottom	LEP/West Yorkshire Combined Authority
Philip Witcherley	LEP/West Yorkshire Combined Authority
Ben Kearns	LEP/West Yorkshire Combined Authority

75. Apologies for Absence

Apologies for absence were received from Mayor Tracy Brabin, Helen Featherstone, Simon Pringle, Cllr Pandor and Cllr Swift.

76. Declarations of Interest

There were no declarations of pecuniary interests at the meeting.

77. Exclusion of the Press and Public

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

78. Minutes of the meeting held on 26 January 2022

It was noted that Sandy Needham and Helen Featherstone attended the previous meeting.

Resolved: That the minutes be approved with the corrections to the attendance.

79. Committees Update Report

The Business, Economy, and Innovation Committee had met and been updated on the Manufacturing Taskforce, a discussion around the Fair Work Charter and held a workshop on future priorities. Members had favoured a mission led approach with targets for 2030 and an emphasis on productivity, skills, green advice for businesses and attracting and retaining people and businesses in the region. The committee also discussed the need for leadership on manufacturing at a regional level.

The Climate, Energy, and Environment Committee had met and considered the prioritisation of the West Yorkshire Climate and Environment Plan which had an indicative allocation of £40 million of gainshare funding. Members discussed transport decarbonisation as well as the carbon impact assessment methodology which had been published and would help inform the assessment of future schemes.

The Culture, Arts, and Creative Industries Committee had met and welcomed the latest national policy developments which aimed to focus expenditure on culture outside London to other regions. The Committee were also updated on the work of the Creative Catalyst.

The Place, Regeneration, and Housing Committee had met and discussed the levelling up white paper and the possibility of tracking progress of investment against it. Additional funding from the Brownfield Housing Fund had been received but with an ambitious delivery timetable and a call for projects would be issued. The Committee considered the risks associated with inflation in the construction industry and the impact this could have on projects.

The Transport Committee had met and expressed concern regarding the reduction in services from Arriva and Northern as well as the Bus Services Improvement Plan with a response awaited from Government.

Resolved: That the updates from the Thematic Committees be noted.

80. Fair Work Charter

Members considered a report which provided an update on the development of the Mayor's proposed Fair Work Charter. A summary on the development of the Charter set out the establishment of an expert steering group and the launch of a public consultation which was scheduled to run until Easter.

It was vital that the consultation reached as many people as possible and had input from a variety of interest groups and sectors. Discussion particularly centred around how best to engage small and medium-sized enterprises given that the Fair Work Charter could present greater challenges for them as opposed to larger businesses with HR functions. Members called for a streamlined approach which could succinctly outline areas for improvement targeted for SMEs, including the possibility of separate asks for large employers and SMEs. The Board noted that emphasis had been placed on targeted consultation with SMEs and that a co-designed approach would continue to be favoured.

Members felt the five aspects of fair work identified in Appendix 1 were comprehensive and the right fit for the Fair Work Charter. The Board discussed that by framing the Fair Work Charter in terms of its benefit for employers as well as for employees could be another route to promoting the consultation that was underway.

Resolved:

- (i) That the update on the development of the Fair Work Charter, including the launch of the public consultation process, be noted.
- (ii) That the LEP Board's comments around opportunities to maximise awareness and engagement of the region's employers with the consultation be noted.

81. Levelling Up White Paper - Update

Members considered a report that provided an update on the Government's Levelling Up White Paper.

Members noted the 12 missions to be achieved by 2030 set out by Government in the White Paper which were attached at appendix 1 and welcomed the medium term and mission led approach.

The Board expressed its disappointment that West Yorkshire had not been included as an Innovation Accelerator given the strong track record of the region in this area. Representations are being made to seek to ensure that West Yorkshire would be next in the next tranche as an area for an Innovation Accelerator.

Members noted that additional funding to accompany the missions set out in the White Paper had yet to be announced and enjoined Government to deliver funding which was more flexible and matched the scale of the region's ambition.

Resolved: That the content of the paper and the opportunities for West Yorkshire, including the opportunity for West Yorkshire to be next in line as an area for an Innovation Accelerator, be noted.

82. LEP - Next Steps

The Board considered a report that set out the current position regarding LEPs following the launch of the Levelling Up White Paper.

Members reflected on the strong partnership between the private and public sectors historically in the region and the intention from the Combined Authority to deepen those relationships in the future.

Although funding streams from Government would not be channelled through LEPs it was envisioned that they would continue to provide strategic leadership and champion business growth in the region.

Resolved:

(i) That the report and the future arrangements for the LEP be noted.

(ii) That the next steps set out in 2.14 - 2.16 in the submitted report be agreed.

83. Mayoral Update

Members were provided with an update on the activity of the Mayor which included welcoming trade delegations from Japan and India, progress on an employment and skills agenda for the Adult Education Budget, a meeting with the Commissioner for Cultural Renewal and progress on the delivery of White Rose train station.

84. Economic Update

The LEP board noted the Economic update provided.

85. Corporate Performance

The LEP Board noted the Corporate Performance update provided.

86. Draft Minutes of the West Yorkshire Combined Authority held on 3 February 2022

The LEP Board noted the draft minutes of the Combined Authority held on 2 February 2022

87. Date of Next Meeting

The next meeting of the LEP Board would be held on 15 June 2022.

88. Chair's Closing Remarks

As it was Sandy Needham's and Rashik Parmar's last meeting, the Chair wished to thank them both on behalf of the Board for their contributions.

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Report to:	Leeds City Region Enterprise Partnership Board (LEP Board)
Date:	15 June 2022
Subject:	Future Arrangements for the Leeds City Region Enterprise Partnership
Director:	Ben Still, Managing Director
Author:	Emma Longbottom, Head of Policy and Strategy Coordination

1. Purpose of this report

- 1.1 To provide LEP Board members with an update on the current position regarding LEP Integration following the launch of the Levelling Up White Paper (LUWP) and subsequent Guidance for Integrating LEPs into Local Democratic Institutions.
- 1.2 To seek comments on the draft West Yorkshire Integration Plan (IP) ahead of submission to government in July.

2. Information

- 2.1 As previously reported, the publication of the Levelling Up White Paper in February 2022 provided clarity that for LEPs within Mayoral Combined Authority (MCA) areas, the LEPs would be integrated into the MCA. Further details were provided by government in March when the [Guidance to Integrate LEPs into Local Democratic Institutions](#) was received.
- 2.2 The guidance sets out:
 - three **pathways** for LEPs to become integrated. It is considered that West Yorkshire are part of pathway 1 - Integrating LEPs into (M)CAs or institutions with devolved powers for the purpose of hosting a county deal.
 - The **timescales** for developing an integration plan. As West Yorkshire is part of pathway 1 it is expected that the integration plan will be submitted to government by 29 July 2022.
 - The future **role of LEPs**, (as integrated) which will be to:
 - Embed a strong, independent, and diverse local business voice into local democratic institutions.
 - Carry out strategic economic planning in partnership with local leaders that clearly articulates their area's economic priorities and sectoral strengths.

- Continue to deliver a number of functions on behalf of government departments. Being engaged by government on delivery such as:
 - Growth Hubs;
 - International trade and investment activity;
 - Local Digital Skills Partnerships;
 - Careers Hubs;
 - Local skills analysis via Skills Advisory Panels; and
 - Monitoring and assurance pertaining to existing local growth programmes and funds for which LEPs are responsible.
- Detail of how the LEP should be integrated in **governance** terms:
 - The LEP board should become the MCA business board.
 - The MCA will have the flexibility to preserve the current LEP board as a sub-board or merge the LEP board into an existing or new internal business board(s).
 - The MCA has flexibility to adjust the membership, including by inviting the participation of local economic partners outside of the business community.

Integration Plan

- 2.3 As the Combined Authority has already integrated the LEP board into the CA, the WY Integration Plan is light touch, with no major changes. A draft for consideration is provided at appendix 1 to this report.
- 2.4 The Integration Plan builds on the good practice which is already in place and as previously agreed sets out that:
- Private sector vice-chairs with voting rights on MCA committees will be retained.
 - Private sector members will remain as advisory members of MCA decision making committees.
 - That strong links with the business representative groups will be retained and strengthened where possible.

Role of the LEP

- 2.5 The IP also sets out the proposed focus of the LEP Board, in its advisory role, which will be to provide a private sector voice to the decisions of the Combined Authority specifically relating to economy, productivity, inclusive growth and employment and skills. In addition, the Combined Authority may request that the LEP considers 'deep dive' questions as required, regarding the economy to support and enable evidence-based decisions to be made.
- 2.6 It is considered that membership of the LEP should remain focussed on the business community and be predominantly made up of diverse private sector representatives and business. However as discussed at the LEP board awayday membership may be broadened over time to improve representation.
- 2.7 The LEP is an active participant and supporter of the LEP Network which links the 38 LEPs nationally, encouraging collaboration and resolving common issues. Membership to the network is made through an annual subscription; for 2022-23

this cost is £7,000 and is within budget. The cost supports the network and membership in coming together on shared importance and shared knowledge, which more recently includes support through the integration process.

LEP Chair

- 2.8 As previously reported, the LUWP set out change to the role of LEP Chairs, as the role will be vacant from June 2022, the following principles will be used to develop a new profile for the future LEP Chair. It is expected that recruitment will commence in September 2022:
- The LEP Chair will be a Mayoral appointment
 - An open and transparent process to recruit the new chair will be implemented. It is proposed that this will involve current members of the LEP and the MCA on the appointment panel. The panel will be chaired by the Mayor.
 - Remuneration will be retained and will be assessed independently prior to recruitment commencing.
 - Profile and publicity of the chair will still be important, especially in national LEP and business forums, however that scope of this profile will be set by the Mayor.

LEP Nominations

- 2.9 The stepping down of the current LEP Chair presents a number of vacancies to which the LEP Board will need to make nominations, and include:
- NP11 representation (NP11 members will appoint a new Chair)
 - Northern Powerhouse Investment Fund (NPIF), nominee to the British Business Bank's Strategic Oversight Board
 - Northern Transport Acceleration Council
 - Transport for the North Partnership Board
 - Department for International Trade's Investment Trade Advisory Group (TAG)
- 2.10 NPIF is a collaboration between the British Business Bank and ten Local Enterprise Partnerships (LEPs) in the North West, Yorkshire, the Humber and Tees Valley. NPIF has established a Strategic Oversight Board (SOB) with the Local Enterprise Partnerships to ensure that the LEPs are appropriately represented. The SOB's function is advisory, and it provides strategic input into NPIF's governance and decision making processes, and includes representatives from Cumbria LEP, Greater Manchester LEP, Tees Valley CA and South Yorkshire Mayoral CA as well as from BEIS, DLUHC, HM Treasury, the EIB as well as The British Business Bank. The SOB is currently chaired by the LEP's outgoing Chair, Sir Roger Marsh OBE DL.
- 2.11 NPIF also has two Regional Advisory Boards for the North West and Yorkshire and the Humber and Tees Valley to review fund manager performance at a local level and will make recommendations to NPIF and the SOB and includes representation from the 10 LEPS that make up the NPIF geography.

- 2.12 All other appointments held by the outgoing LEP Chair have been in a personal capacity and therefore nominated replacements are not for the consideration of the LEP Board.

LEP Governance

- 2.13 As detailed in agenda item 2 future formal LEP Board meetings will take place four times a year, to provide opportunity for more informal workshop style sessions.
- 2.14 As per agenda item 2 of this meeting, the current LEP Constitution and governance model will be maintained until agreement on the integration plan is received from government. Post integration it is considered that the LEP will not require a separate constitution to that of the CA, however until this time it will operate as currently. The CA constitution will be reviewed later in the year to ensure that any best practice from the LEP constitution is maintained. This is likely to include:
- The principle that the LEP Board remains private sector led.
 - EDI principles around board members.
 - Maintaining roles such as SME champion and Diversity Champion.
 - LEP Code of Conduct.
 - Light touch procedure rules.
 - Transparency rules.
 - Conflicts of interest.

Next steps

- 2.12 Once the proposals set out in this paper and the draft Integration Plan are agreed, the IP will be submitted to government ahead of the deadline. A timetable is provided at appendix 2 to this report.

3. Tackling the Climate Emergency Implications

- 3.1. Tackling the climate emergency will remain a key priority for the LEP Board, through supporting and advising on the delivery of the Mayor and Combined Authority's Climate and Environment Plan. Examples include supporting the decarbonisation of industry, leveraging private sector investment to help support the region's target to be net zero by 2038, and the creation of green jobs.

4. Inclusive Growth Implications

- 4.1. Inclusive growth will remain a key priority for the LEP. A major role of the LEP Board in the future will be advising the Mayor and the CA about how to achieve inclusive growth, improve productivity in a way that is inclusive, and how to target and develop programmes for business growth and job creation that target communities that have previously been less supported.

5. Equality and Diversity Implications

- 5.1. Equality and diversity will remain a key priority for the LEP. Recruitment to the Board will continue to provide a diverse membership to ensure that a full range of views and communities are represented. Ongoing wider involvement of the LEP “family” i.e. members of CA thematic committees in regular informal workshops will provide more diverse voices in the business of the LEP.

6. Financial Implications

- 6.1. The report sets out at 2.7 the established financial contribution to membership of the LEP network, which is £7,000 for years 2022-23 and is already included in the Combined Authority budget.

7. Legal Implications

- 7.1. There are no legal implications directly arising from this report. However, the integration of the LEP constitution into the CA constitution will have legal implications, these will be noted at a future meeting.

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. That LEP Board members note the content of the paper and the proposed future arrangements for the LEP.
- 10.2. That members consider and provide comment on the draft Integration Plan.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Draft Integration Plan
Appendix 2 – LEP Integration Timetable

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INTEGRATION PLAN TEMPLATE

INTRODUCTION AND GUIDANCE

The Levelling Up White Paper set out the UK Government's ambition for more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and 'level up' at a local level. To that end, the Government is encouraging the integration of LEPs and their business boards into mayoral combined authorities (MCAs), the GLA and institutions with devolved powers for the purpose of hosting a county deal.

This document is intended to provide an illustrative template for those developing integration plans. It should be read in parallel with the guidance published on Local Enterprise Partnership integration on 31 March 2022, available at the following link:

<https://www.gov.uk/government/publications/local-enterprise-partnerships-integration-guidance>

The precise blend of LEP services and functions to be integrated will differ depending on local circumstances. Those leading the integration planning process are therefore asked to complete only those sections below which apply in their case.

The document is structured around the following key themes:

- SECTION 1: CORE INFORMATION
- SECTION 2: GEOGRAPHY & GOVERNANCE
- SECTION 3: BUSINESS VOICE
- SECTION 4: PROJECTS, PROGRAMMES AND SERVICES
- SECTION 5: FINANCE & ASSETS
- SECTION 6: STAFFING
- SECTION 7: TIMESCALES & DELIVERY

It is recognised that many of the issues covered in this template will require further development and testing ahead of any formal integration. Those completing the document are therefore encouraged to share as much detail as possible, including any emerging solutions where plans are yet to be finalised.

Any commercially sensitive information may be submitted in parallel to the main integration plan. The use of annexes is also recommended for non-sensitive issues where more detail is required.

Completed plans should be sent to the central LEP Integration inbox (LEP.Integration@levellingup.gov.uk) and copied to the relevant Area Lead in the Cities and Local Growth Unit.

The first deadline for submission of plans to government is 23:59hrs on Friday 29 July 2022. Where more time is needed, areas will have until Friday 27 January 2023 to submit their integration plans.

SECTION 1: CORE INFORMATION

Core Details & Current Arrangements	
1.1 Name of authority into which LEP role and functions are being integrated.	West Yorkshire Combined Authority
1.2 Current relationship with the LEP	<p>The LEP is integrated into the structure of the Combined Authority (CA) and the CA is currently the accountable body for the LEP. Officers are employed by the CA but work across the agendas of both the LEP and CA.</p> <p>In governance terms:</p> <ul style="list-style-type: none"> • The Mayor and local authority leaders are members of the LEP Board • A nominated LEP Board member is a member of the Combined Authority. • Private sector LEP Board members are vice-chairs with voting rights on CA thematic committees. • All CA thematic committees are made up of a mixture of public and private sector members.
1.3 Name of LEP(s) which is to be integrated.	Leeds City Region Local Enterprise Partnership
1.4 LEP geography	The LEP geography covers the five local authorities of West Yorkshire – Bradford, Calderdale, Kirklees, Leeds and Wakefield.
Integration Leads	
1.5 Contact details for integration leads	<p>Political lead: Tracy Brabin – Mayor of West Yorkshire, LEP lead: Mark Roberts – Deputy LEP Chair</p> <p>Officers: Ben Still – Managing Director of the Combined Authority and LEP Emma Longbottom – Head of Policy and Strategy Coordination</p>

SECTION 2: GEOGRAPHY & GOVERNANCE

Geography		
2.1 (a) Is the local LEP geography coterminous with the (M)CA boundary or the area over which a devolution deal is being negotiated?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
2.1 (b) If not, does the area situated outside the MCA or devolution deal geography constitute a functional economic area?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

2.2 (a) Is it viable to maintain a separate LEP for the outstanding area?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
This is N/A as the LEP is not currently separate to the Combined Authority.		
2.2 (b) If not, please describe the proposed solution for maintaining relevant LEP functions in the area that will remain outside the (M)CA boundary or devolution deal geography.		
N/A		

SECTION 3: BUSINESS VOICE

Current and Future Activity
<p>Please set out how you intend to embed a strong and independent local business voice in the (M)CA or institution with devolved powers for the purpose of hosting a county deal. Answers should cover the following points:</p> <ul style="list-style-type: none"> (a) Proposed Model (e.g. a business board or sub-board); (b) Expected Role (e.g. how will members be meaningfully involved in decision making?); (c) Membership (including the mix and balance of independent business members and other partners drawn from outside of the business community); (d) Future Recruitment (including details of how you will ensure business members are openly recruited and politically independent); (e) Continuing Partnerships (e.g. will the business board or equivalent structure continue playing a role in any existing partnerships such as Town Deal Boards?).
<p>(a) Proposed Model</p> <p>We propose to maintain and strengthen our current model. As such the name Leeds City Region Local Enterprise Partnership will be retained.</p> <p>The LEP will be a non-statutory partnership body to drive inclusive growth and improve productivity, with public and private membership. It will become the primary business advisory board to the Mayor and the MCA and provide strategy and policy advice to the MCA to meet the current and future needs of the region's economy. It will remain a conduit for business/private sector voice onto MCA decision making committees.</p> <p>Formal LEP Board meetings will remain in public and be properly constituted, as per the current board. However, the LEP Board will have an advisory rather than decision making role within the wider CA governance.</p> <p>(b) Expected Role</p> <p>The focus of the LEP Board will be provide a private sector voice to the decisions of the Combined Authority specifically relating to economy, productivity, inclusive growth and employment and skills. Its role will be advisory.</p> <p>In addition, the Combined Authority may request that the LEP considers 'deep dive' questions as required, regarding the economy to support and enable evidence-based decisions to be made.</p>

Members will continue to be part of decision making as follows:

- Private sector vice-chairs with voting rights on MCA committees to be retained.
- Private sector members to remain as advisory members of MCA decision making committees.
- Strong links with the business representative groups to be retained and strengthened where possible.

(c) Membership

The membership of the LEP board will continue to be focussed on the business community, and be predominantly made up of diverse private sector representatives and business. This includes representatives from VCSE and business representative groups.

In addition, all private sector members on all CA committees will continue to be part of the LEP family (but not part of the board). This approach should improve diversity, representation and also communication across the spectrum of committees and boards. This wider group would meet informally outside of constituted meetings to discuss pertinent issues. As detailed above, private sector vice-chairs with voting rights on MCA committees will be retained.

We propose to maintain and further strengthen the diversity of the board.

(d) Future Recruitment

Future recruitment will be undertaken using an open and transparent process that has been the hallmark of LEP member appointments to date.

The LEP Chair will become a Mayoral appointment, however this will follow the same open and transparent process. The process would involve current members of the LEP and the MCA on the appointment panel.

(e) Continuing Partnerships

The LEP and private sector members will maintain current partnerships. For example LEP representatives will continue to attend Transport for the North, NP11, Northern Powerhouse Investment Fund (NPIF), British Business Banks' Strategic Oversight Board, Northern Transport Acceleration Council and Department for International Trade's Investment Trade Advisory Group (TAG) meetings.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and Future Activity

4.1 Please list the key projects, programmes and services currently delivered by the local LEP.

In each case you should indicate whether, subject to receiving equivalent funding, the (M)CA or institution with devolved powers for the purpose of hosting a county deal would continue to undertake each activity. Where a different set of functions/services is being delivered for a neighbouring area you should repeat the exercise for each individual area.

As the Combined Authority is the accountable body for the LEP all funding and programmes are delivered by the CA. However, the LEP has a key strategic role, providing policy advice, private sector knowledge and shaping delivery. It is the intention that programmes, projects and services will be maintained or enhanced where equivalent funding is available, and in line with the West Yorkshire Investment Strategy.

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SECTION 5: FINANCE & ASSETS N.B. Please submit any commercially sensitive information in parallel to the main integration plan, where appropriate.

Contracts and Liabilities		
5.1 Please list any key existing LEP contracts or liabilities		
N/A As the LEP is part of the Combined Authority all contracts and liabilities sit with the CA as accountable body.		
Novation & Assignment		
5.2 Has agreement been reached on which contracts will need to be transferred ahead of any integration?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
N/A All contracts already come through the Combined Authority as accountable body.		
Assets		
5.3 Please list any significant assets owned by the LEP. (For example, does the LEP own any buildings or intellectual property? Are there any significant capital underspends?)		
N/A As the LEP is part of the Combined Authority all assets sit with the CA as accountable body.		
5.4 Has agreement been reached on how assets will be transferred or divided, where necessary?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
N/A As the LEP is part of the Combined Authority all assets sit with the CA as accountable body.		

SECTION 6: STAFFING – N.B. This section should be treated with the upmost sensitivity. Please submit any sensitive information in parallel to the main integration plan, where appropriate.

Current Personnel		
6.1 Please outline the current structure and composition of LEP staff? (For example, listing the number of FTE posts, by pay band and business area).		
N/A Staff are already integrated into the Combined Authority.		
<p>The LEP chair is the only person who works solely for the LEP. The current chair reaches their full term in June 2022, the post will therefore be vacant during the integration period. It is proposed that the current Deputy Chair will carry out the responsibilities of the Chair. A process to recruit a new chair will commence in September 2022.</p>		
Future staffing implications		
Are existing LEP staff expected to transfer over to a new entity (e.g. an MCA) as part of the integration? Answers should cover whether the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations will apply? And if so, when and how will staff be consulted?		
N/A Staff are already employed by and integrated into the Combined Authority.		

SECTION 7: TIMESCALES & DELIVERY

Proposed Timescale		
7.1 Please set out the ideal timescale for integrating LEP role and functions.		
As the LEP is already integrated into the CA, any further actions detailed will be completed by 31 st December 2022.		
Local Elections		
7.2 Please list the date of any upcoming local elections.		
N/A as Wakefield by election will be prior to submission		
Governance of the Integration Process		
7.3 (a) What mechanisms will be in place to manage the integration process at the local level?		
The governance of the integration will be overseen by the LEP Board and Combined Authority through public meetings.		
7.3 (b) Is the local LEP intending to formally wind down its operations once functions have been fully integrated into local democratic institutions? If so, who will be responsible for managing the transition and any legacy issues?		
N/A LEP operations are already integrated into the Combined Authority.		
Knowledge Management		
7.4 Is there a plan in place to review records ahead of any formal integration to ensure relevant documents are maintained and individuals can continue to access records for continuing work?		
N/A LEP systems and information management are already integrated into the Combined Authority.		
Approvals		
7.5 Has this integration plan been agreed by the relevant boards in both the local LEP(s) and MCA (or institution with devolved powers for the purpose of hosting a county deal)? Please attach a signed letter from the Chair of the local LEP(s) by way of confirmation.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Respond to this question and draft letters following discussion at LEP AGM on 15 th June and CA AGM on 23 rd June		

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Appendix 2 - LEP Integration Timetable

Action/Decision	When – proposed timescales
Scope of Integration Plan (IP) agreed	Informal discussion and shaping Apr-May
Develop draft IP	Draft developed May/June
Draft IP considered by the LEP Board	15 June 2022
Draft IP considered by the Combined Authority	23 June 2022
Refine IP	24 th June – 28 th July
Submission to government	29 July 2022
Open recruitment of new LEP Chair and private sector members commences	September 22
Response to IP received from government	End Sept 22
LEP Chair and members recruitment closes and interviews undertaken	Nov/Dec 22
Implementation of agreed IP complete and new LEP chair and members in place	End Dec 22

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

Date: 15 June 2022

Subject: **Nominations to the West Yorkshire Combined Authority and its committees and appointments to outside bodies**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author(s): Caroline Allen, Head of Legal and Governance Services

1. Purpose of this report

1.1 To ask the LEP Board to:

- nominate a LEP Member and Substitute LEP Member to the West Yorkshire Combined Authority (“the Combined Authority”),
- nominate LEP Board members to committees of the Combined Authority,
- note an update provided in relation to the process undertaken to seek new private sector co-opted members for the Combined Authority committees
- consider recommendations in relation to private sector membership of the Combined Authority committees and to recommend these to the Combined Authority. These recommendations will be tabled at the meeting.
- nominate a member and substitute member to the Transport for the North (TfN) Partnership Board, and
- note the LEP’s representative to external bodies – to be tabled at the meeting.

2. Information

Nomination of LEP Member and Substitute

- 2.1 The West Yorkshire Combined Authority Order 2014 (“the 2014 Order”) although modified by West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 continues to provide that the Combined Authority shall appoint a member of the LEP nominated by the LEP to be a Combined Authority Member, (“the LEP Member”). The Combined Authority must also appoint a Substitute LEP Member, to act in their absence.

Nominations to Combined Authority committees

- 2.2 As the LEP Board are aware, the Combined Authority changed its committee structure in June 2021 including setting up thematic committees, previously known as advisory Panels, to become decision making 'portfolio' committees. These comprise:-
- Business, Economy & Innovation Committee
 - Climate, Energy & Environment Committee
 - Culture, Sport, Arts & Creative Industries Committee
 - Employment and Skills Committee
 - Finance, Resources & Corporate Committee
 - Place, Regeneration & Housing Committee

LEP Board membership on Combined Authority and its committees

- 2.3 A number of private sector LEP Board members are members of the thematic committees and the Deputy Chair for each of these is a LEP Board member. The current LEP Board membership is set out in the schedule at **Appendix 1**. The LEP Board is asked to confirm whether they wish to make any changes to the nominations to the Combined Authority in relation to the current LEP Board representation on the thematic committees including the Deputy Chair arrangements. In particular, the following vacancies arise as a result of members terms expiring on the Board and changes in members preference:-

- **Combined Authority** - substitute
- **Employment & Skills Committee** – one vacancy in membership (to hold the role of Deputy Chair)
- **Finance, Resources, and Corporate Committee** – one vacancy in membership (to hold the role of Deputy Chair)
- **Transport Committee** – vacancy in private sector membership – one position with voting rights

Nominations to the Combined Authority for private sector (non LEP Board) representation on Combined Authority committees

- 2.4 A private sector Members recruitment campaign has been underway since early April 2022 in order to attract new private sector Members for the Combined Authority committees. The closing date for those wishing to be considered was 20 May 2022.
- 2.5 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.
- 2.6 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 April/May 2022. 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.

- 2.7 Response to the recruitment campaign was very encouraging, with applicants from a range of sectors, backgrounds, geography and experience.
- 2.8 The campaign resulted in **48 applications (19 female, 12 BAME)** from business leaders across the region (40% and 25% respectively of total applications).
- 2.9 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 June, comprising the Committee Chair, the Private Sector Committee Deputy Chair and supported by the appropriate Committee lead officer. Of the total 49 applicants, 32 candidates (12 female, 8 BAME) met with the Appointments Panel.
- 2.10 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 Annual Meeting on 23 June 2022. As the interview process concluded after the publication of the LEP Board agenda these recommendations will be tabled at the meeting.
- 2.11 The LEP Board are also asked to confirm the continuation of existing nominations to the Combined Authority's Committees, in accordance with the schedule attached as **Appendix 1** to this report, again for consideration at the Combined Authority meeting on 23 June.

Transport for the North (TfN)

- 2.12 TfN seek a nomination each year for a representative from each of the 11 local enterprise partnerships within the TfN area to be appointed to the **TfN Partnership Board** at their annual meeting. The TfN annual meeting this year is on 30 June 2022. A substitute is also required. The practice to date is that TfN Board co-opts each LEP representative on the Partnership Board as a non-voting member of the TfN Board.

LEP Chair appointment to other bodies

- 2.13 The Board are asked to note any LEP appointments to other bodies to be tabled at the meeting.

3. Tackling the Climate Emergency Implications

- 3.1 A LEP Board member and other private sector representatives are to be nominated to the Climate, Energy and Environment Committee.

4. Inclusive Growth Implications

4.1 Inclusivity will be fully embedded in the objectives of each thematic committee of the Combined Authority.

5. Equality and Diversity Implications

5.1 Inclusivity will be fully embedded in the objectives of each thematic committee of the Combined Authority.

6. Financial Implications

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

7. Legal Implications

7.1 The 2014 Order does not require the Combined Authority's LEP Member or their substitute to be a private sector representative. However, private sector representation secures direct private sector input into the Combined Authority membership.

7.2 By law, the Combined Authority's LEP Member must be non-voting. However, the voting Combined Authority Members may resolve that this provision does not apply.

8. Staffing Implications

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

9. External Consultees

9.1 None

10. Recommendations

That the LEP Board:

10.1 Nominates Mark Roberts to be the LEP Member on the Combined Authority, and nominates a Substitute LEP Member on the Combined Authority.

10.2 Confirms its current nominations for private sector LEP Board membership (and roles of Deputy Chairs) on the Combined Authority's committees as set out in Appendix 1 subject to any changes agreed by the Board at the meeting.

10.3 Nominates to committees to be appointed by the Combined Authority at its Annual Meeting, in accordance with Appendix 1 of the report and the proposals in relation to new private sector representatives as tabled at the meeting (Appendix 2).

10.4 Nominates a LEP Board member to be a member of TfN's Partnership Board to be re-appointed at the TfN annual meeting, together with a substitute,

noting that TfN current practice is to co-opt the LEP's representative on the Partnership Board to the TfN Board.

- 10.5 Notes any LEP Board appointments to other external bodies as tabled at the meeting.

11. Background Documents

- 11.1 None.

12. Appendices

- 12.1 Appendix 1 – private sector representative nominations to the Combined Authority's Committees.
- 12.2 Appendix 2 – recommendations for nominations for new private sector representatives onto the thematic committees following a recruitment exercise (to be tabled at the meeting)

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LEP nominations of Private Sector Representatives to Combined Authority Committees (subject to the Combined Authority annual meeting on 23 June)

Appendix 1

	Nomination	Sector represented
Business, Economy and Innovation Committee		
	Martin Booth	Manufacturing
	Karl Oxford	Third Sector
	Amir Hussain (LEP Board member)	Creative
	Richard Paxman	Manufacturing
	Mandy Ridyard (LEP Board member)	Manufacturing
	Phillip Wilson	Digital
	Andrew Wright (LEP Board member)	Manufacturing
	Simon Wright	Financial Services
Climate, Energy & Environment Committee		
	Bill Firth	Infrastructure/Energy
	Richard Goodfellow	Legal
	Natasha Luther-Jones	Legal
	Simon Pringle (LEP Board member)	Commercial Strategy/Innovation
	Mark Roberts (LEP Board member)	Retail/Entrepreneur
	Leah Stuart	Engineering
	Ben Tongue	Health/Digital
Culture, Arts & Creative Industries Committee		
	Syima Aslam	Heritage
	Caroline Cooper Charles	Creative Industries
	Nat Edwards	Heritage
	Bolu Fagborun	Sport
	Helen Featherstone (LEP Board Member)	Culture
	Amy Foster	Creative
	Alan Lane	Culture/Arts
	Deborah Munt	Culture
	Kamran Rashid	Third Sector
Employment & Skills Committee		
	Martin Booth	Manufacturing
	Mark Cowgill	Digital
	Orlagh Hunt	Financial Services
	Richard Mason	Manufacturing & Retail
	Liz Needleman	Communications & Digital
	Claire Paxman	Manufacturing

LEP nominations of Private Sector Representatives to Combined Authority Committees (subject to the Combined Authority annual meeting on 23 June)

Finance, Resources and Corporate Committee		
	Mark Roberts (LEP Board Member)	
Place, Regeneration and Housing Committee		
	Amir Hussain (LEP Board member)	Creative
	Sam Keighley	Sport
Transport Committee		
	Mark Roberts (LEP Board member)	
	Simon Pringle (LEP Board member)	



Report to:	Leeds City Region Enterprise Partnership Board (LEP Board)
Date:	15 June 2022
Subject:	Governance Arrangements and Annual Accountability Reports

Director:	Angela Taylor, Director, Corporate and Commercial Services
Author:	Caroline Allen, Head of Legal & Governance Services

1. Purpose of this report

- 1.1 To review and approve governance documents for the Leeds City Region Enterprise Partnership (LEP).
- 1.2 To provide the annual accountability reports about complaints and concerns raised about the Leeds City Region Local Enterprise Partnership (the LEP) and/or members of the LEP Board this year.
- 1.3 To provide a summary of applications for grants considered during the last financial year under arrangements to address conflicts of interest and to seek the agreement of the Board to recommend to the Combined Authority a broadening of the scope of the Conflicts of Interest Policy and Protocol to non-voting co-optees on Combined Authority committees.

2. Information

Governance Documents

- 2.1 As referenced elsewhere on this Agenda, it is intended that the LEP Constitution, Procedure Rules and wider governance arrangements are retained in their current form until such time as the Integration Plan is approved and implemented and revised governance arrangements are adopted. However, to recognise the transitional arrangements pending implementation of the Integration Plan and in particular the need for the Deputy Chair to act as interim Chair it is proposed that where the Constitution and Procedure Rules make reference to the 'Chair' this should be read as including reference to the 'interim Chair'.
- 2.2 In parallel with the preparation of the Integration Plan, preparations for the recruitment procedure for the new Chair will commence over the Summer with the intention of presenting a proposed recruitment procedure and timeline to

the LEP Board at its meeting in September for approval. As a consequence, the current Recruitment and Appointment Procedure for Private Sector Representatives may be revised and updated and presented as part of the wider proposals for adoption at that time.

Annual Reports

- 2.3 As part of the business of the Annual Meeting, annual accountability reports are provided, in relation to the complaints and whistleblowing procedures and the management of conflict of interests during the 2021/22 financial year.
- 2.4 Concerns from a member of the public or a third party about the LEP may be reported through:
- the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct, and
 - the LEP's confidential complaints procedure.

Complaints about the LEP may also be channelled through the Combined Authority's complaints policy and concerns raised under the Combined Authority's Whistleblowing Policy. (The Whistleblowing Policy extends to concerns raised about the LEP and has been endorsed by the LEP Board).

- 2.5 The procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct requires the Monitoring Officer to report annually to the LEP and to the Governance and Audit Committee about any complaints received about any member of the LEP Board, and the outcome of any such complaint.
- 2.6 The Monitoring Officer can now report that no complaint has been received under this procedure in the financial year ending 31 March 22. Further, no complaint has been received under the confidential complaints procedure, nor the Combined Authority's complaints procedure.
- 2.7 The Whistleblowing Policy requires the Combined Authority's Head of Internal Audit to provide an annual report of concerns raised under the Policy to the LEP and to the Combined Authority's Governance and Audit Committee. The Head of Internal Audit has confirmed that no concerns in relation to the LEP were received under this policy during the financial year 2021 – 22.

Grant applications

- 2.8 The LEP and Combined Authority's jointly adopted Conflicts of Interests Policy provides an overview of conduct-related provisions applying to Members and officers, with a particular focus on conflicts of interest arising in respect of applications for loans or grants to business, which is addressed by way of the Conflicts of Interest Protocol. The Protocol seeks to ensure that such applications are dealt with fairly and impartially, including where decisions are made by officers under delegated authority. (The specific declaration requirements in the Codes of Conduct adopted by the Combined Authority and the LEP reflect the statutory requirements relating to declarations at formal

meetings, and do not extend to declarations outside of formal meeting of the LEP Board or Combined Authority meetings.)

- 2.9 No grant applications were received that required consideration under the conflicts of interests arrangements for the last municipal year. Declarations made by members at the LEP Board or Combined Authority meetings are publicly available on the LEP or Combined Authority’s website as they are recorded in the minutes for each meeting.
- 2.10 For the purposes of transparency, the LEP Board is asked to note the below recipients of grants who are private sector members without voting rights, who currently fall outside the scope of the conflict of interests arrangements.

Recipient	Date of application	Project amount	LEP Programme	Related Member
Mind Body Goals Ltd	19/11/2021	£24,990 (project) £10,570 (Grant award)	Connecting Innovation	Colin Glass, Business Investment Panel
Paxman Coolers Ltd	25/1/2022	£87,500 (project) £39,375 (Grant award)	Connecting Innovation	Richard Paxman, Business, Economy and Innovation Committee

- 2.11 When the conflicts of interest arrangements were first introduced, the thematic committees were advisory and not decision making and the private sector co-optees were voting members and therefore fell within the scope of the arrangements. As a consequence of moving to decision making committees, non LEP Board private sector representative co-optees must legally be non-voting and as such now fall outside the arrangements. However, for the purposes of full and open transparency it is considered best practice for the arrangements to apply to all co-optees whether voting or not and therefore it is proposed to extend the scope accordingly. As the arrangements are jointly owned with the Combined Authority the Board is asked to agree the proposed changes and recommend these to the Combined Authority.
- 2.12 This report will be shared with the Governance and Audit Committee at its next meeting.

3. Tackling the Climate Emergency Implications

3.1 None arising directly from this report.

4. Inclusive Growth Implications

4.1 None arising directly from this report.

5. Equality and Diversity Implications

5.1 None arising directly from this report.

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.

10. Recommendations

That the LEP Board:

- 10.1 Agrees that the LEP Constitution, Procedure Rules and wider governance arrangements are retained in their current form until such time as the Integration Plan is approved and implemented and revised governance arrangements are adopted subject to the recommendation at 10.2 below.
- 10.2 Agrees that pending recruitment of a LEP Chair, and in recognition of the need for the Deputy Chair to act as interim Chair, that where the Constitution and Procedure Rules make reference to the 'Chair' this should be read as including reference to the 'interim Chair'.
- 10.3 Notes that no complaints or concerns have been raised this year about the LEP (nor about any member of the LEP Board) under the LEP's complaints procedure, the Combined Authority's complaints policy or the Whistleblowing Policy).
- 10.4 Notes that no grant applications were received that were required to be considered under the conflicts of interest arrangements in place during 2021 – 2022.

10.5 Agrees that the scope of the Conflicts of Interest Policy and Protocol be extended to non-voting co-optees on Combined Authority committees and recommends this revision to the Combined Authority.

11. Background Documents

11.1 None.

12. Appendices

12.1 None

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

Date: 15 June 2022

Subject: **Remuneration and expenses scheme and annual summary**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author(s): Angie Shearon, Governance Services Manager

1. Purpose of this report

- 1.1 To receive the annual summary of remuneration and expenses paid to members of the LEP Board and adopt the LEP Board Members' Remuneration and Expenses Scheme for 2022-23.

2. Information

- 2.1 The Scheme, attached as Appendix 1, sets out the Chair of the LEP's entitlement to remuneration and the expenses which any other member of the LEP Board is entitled to claim for travel, subsistence and dependent carers' expenses. There is no separate allowance under the Combined Authority's allowances scheme for the position of LEP Member on the Combined Authority, which is carried out by the Chair of the LEP Board.
- 2.2 In the interests of transparency and accountability, the Scheme requires a summary of remuneration and expenses paid to members of the LEP Board to be reported each year to the LEP Board and to be published on the Combined Authority's website. Attached at **Appendix 1** is the annual summary of remuneration and expenses paid during the financial year 2021-22.
- 2.3 It is proposed that the Scheme is amended slightly to provide for the remuneration of the Deputy Chair as interim Chair pending the recruitment process later in the year. The proposed amendment is shown in red at section 1 of the Scheme. It is not intended to make any further revisions to the Scheme at this stage as these will be considered as part of the implementation of the integration plan and subsequent review of governance arrangements.
- 2.4 As referred to in Item 2 on this Agenda, it is currently unclear as to the level of time commitment required and therefore it is proposed that the role is remunerated on a pro-rata basis up to a maximum of three days per week

based on the current Chair's remuneration as agreed with the Managing Director and Chief Executive to the LEP.

3. Tackling the Climate Emergency Implications

3.1 No implications arising from this report.

4. Inclusive Growth Implications

4.1 No implications arising from this report.

5. Equality and Diversity Implications

5.1 No implications arising from this report.

6. Financial Implications

6.1 The total of expenses payable in any financial year in respect of expenses varies according to the claims made.

7. Legal Implications

7.1 No implications arising from this report.

8. Staffing Implications

8.1 No implications arising from this report.

9. External Consultees

9.1 No implications arising from this report.

10. Recommendations

That the LEP Board:

10.1 Adopts the LEP Board Members' Remuneration and Expenses Scheme for 2022-23, attached as Appendix 1 to this report.

10.2 Notes the annual summary of remuneration and expenses, attached as Appendix 2 to this report.

11. Background Documents

11.1 None.

12. Appendices

Appendix 1 – LEP Board Members' Remuneration and Expenses Scheme 2022-23

Appendix 2 – Annual summary of remuneration and expenses

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Leeds City Region Enterprise Partnership (LEP)

LEP Board Members' Remuneration and Expenses Scheme 2022-2023

1. Definitions

In this scheme:

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

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

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

The “**Chair of the LEP**” means the Chair of the LEP Board appointed under paragraph 4 of the LEP Constitution **and the Deputy Chair whilst acting as interim Chair.**

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

2. Introduction

a) This scheme sets out the entitlement of:

- any member of the LEP Board to claim expenses incurred in carrying out their role as a member of the LEP Board, and
- the Chair of the LEP to claim remuneration.

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

3. Local authority representatives

a) A member of the LEP Board who is a local authority representative (or their substitute) is not entitled to any expenses under this scheme for carrying out any duty for which they may claim under their local authority’s allowances scheme.

¹ Including any advisory Panel

- b) For the avoidance of doubt, whether or not they are entitled to any such expenses or allowances under their local authority's allowances scheme, no member of the LEP Board who is a local authority representative (or their substitute) is entitled to claim any allowance under this scheme in respect of attending any meeting of the LEP Board.
- c) Subject to 3a) above, the Combined Authority may pay for travel and accommodation expenses for any local authority representative acting in their capacity as a member of the LEP Board, provided that this is approved in advance by the Combined Authority's Head of Legal and Governance Services and booked by the Combined Authority in accordance with the provisions of this scheme.

4. Renunciation of entitlement to remuneration or expenses

A member of the LEP Board may elect to forego all or any part of their entitlement to any expenses under this scheme².

5. Travel expenses

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

6. Subsistence expenses

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

7. Dependants Carers' expenses

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

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

1. Childcare element

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

2. Other dependants element

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

² The Chair of the LEP may elect to forego all or any part of their remuneration. This must be confirmed in writing to the Head of Legal and Governance Services.

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

8. Remuneration for the Chair of the LEP

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

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

9. Overseas travel and accommodation

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

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

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

10. Claims and Payments

A claim for travelling and subsistence, or dependents carers' expenses under

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

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

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

this scheme shall be made in writing within **three months** of the date of the duty in respect of which the entitlement to the allowance arises.

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

1. A dated invoice setting out the period in respect of which the claim is made, and
2. A statement signed by the claimant that the claimant has complied with all conditions on the appointment letter which set out the basis on which remuneration was agreed.

No expenses will be paid under this scheme without:

1. a dated **receipt**⁶ (except in relation to car mileage claims), and
2. a **statement** signed by the claimant that:
 - the claimant has incurred the expenditure shown on the claim,
 - the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
 - in the case of **subsistence** expenses that the amount does not exceed the maximum authorised by the LEP Board in Schedule 3 of the scheme,
 - in the case of **car mileage expenses**, that:
 - no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - it was not reasonable for the claimant to have travelled with another LEP Board member or officer (claimant to provide explanation),
 - in the case of travel expenses for **taxi** costs incurred, that it was not reasonable to use public transport (claimant to provide explanation) and that the Head of Legal and Governance Services has agreed this in advance where reasonably practicable⁷.

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

- in respect of the Chair of the LEP's remuneration, in instalments of one-twelfth of the amount specified in this scheme on the last Thursday of each month⁸; and
- in respect of travelling, subsistence and dependant carers' expenses,

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

⁷ See further Schedule 2

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

on the last Thursday in each month for all fully completed claims received by the end of the previous week.

11. Publishing remuneration and expenses paid

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

A summary of remuneration and expenses paid under this scheme each year⁹ shall be reported to annually to the LEP Board, and the summary shall subsequently be published on the Combined Authority's web-site, within 10 working days of the meeting at which it was considered.

⁹ A year for this purpose is the financial year running from 1 April to 31 March.

Schedule 1 - Approved duties

1. Meetings of the LEP Board.
2. Subject to prior agreement by the Head of Legal and Governance Services that
 - attendance is in the capacity **as a member of the LEP Board**,
 - the meeting represents **value for money**, and
 - the function or event is being held for the purpose of discussing non-political matters which relate to the **functions of the LEP**:
 - a) meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies, and
 - b) attending any of the following:
 - conferences, seminars and study courses¹⁰
 - representative function and events,
 - official functions and events,
 - responding to invitations to meet and/or address relevant organisations,
 - site visits, and
 - meetings with the Combined Authority or other Leeds City Region local authority officers.

¹⁰ This provision does not extend to payment to any member of the LEP Board in respect of attendance at conferences convened by any body, the objects of which are wholly or partly political.

Schedule 2 - Travel expenses¹¹

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

Members of the LEP Board are expected to travel by bus, standard class rail or bicycle.

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

First class rail travel must be approved as an exception in advance by the Head of Legal and Governance Services, where they are satisfied that there are special circumstances that justify first class travel.

In exceptional circumstances, where it is not reasonable to use public transport, a taxi may be used, subject to agreement in advance by the Head of Legal and Governance Services where reasonably practicable.

Vehicle mileage expenses

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

Car mileage expenses will not be reimbursed where the Head of Legal and Governance Services considers that it would have been reasonable for the claimant to have travelled with another LEP Board member or an officer.

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

¹¹ This reflects the Combined Authority's Allowances Scheme and is subject to periodic review

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

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

Passenger Rates

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

Schedule 3 - Subsistence expenses

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

Day Subsistence Rates

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

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

Overnight accommodation

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

Meals Provided Free Of Charge

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

Meals Taken On Trains

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

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Annual report on Remuneration and Expenses paid to LEP Board Members in the financial year to 31 March 2022

In accordance with the requirements of paragraph 11 of the LEP Board Members' Remuneration and Expenses Scheme, notice is hereby given that the amounts paid by way of remuneration and expenses to members of the Leeds City Region LEP Board during the financial year ending 31 March 2022 were as set out below.

Remuneration Period: Year ending 31 March 2022	
Name of member	Remuneration £
Marsh, Roger (Chair of the LEP)	60,000

Expenses Period: Year ending 31 March 2022	
Name of member	Expenses £
	-

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

Date: 15 June 2022

Subject: **Equality, Diversity and Inclusion Policy and Statement**

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

Author: Jonathan Stephen, Equality, Diversity and Inclusion Officer

1. Purpose of this report

- 1.1 To approve the LEP Equality, Diversity, and Inclusion Policy & Statement (EDIS). The revised Statement is at **Appendix 1**.
- 1.2 To provide an update on the work to embed EDI into the work of the Combined Authority and LEP and key next steps.

2. Information

LEP and EDI

- 2.1 Within the Local Assurance Framework it is expected that each LEP must set out its rules governing its commitment to diversity. This includes a diversity statement explaining how the LEP will look to ensure diverse representation at Board and sub group level which is also reflective of their local business community, including geographies and protected characteristics. The revised LEP Equality, Diversity, and Inclusion Policy & Statement is provided at **Appendix 1** for comment and endorsement.
- 2.2 The Public Sector Equality Duty was introduced in April 2011, under the Equality Act 2010, to ensure that all public bodies contribute to making society fairer by tackling discrimination and providing equality of opportunity for all and requires us, in the exercise of our functions (anything new being developed or planned, any change or anything being stopped), to have due regard to:
 - Eliminate unlawful discrimination, harassment, and victimisation
 - Promote equality of opportunity between people who share a protected characteristic and those who do not
 - Promote good relations between people who share a protected characteristic and those who do not.

- 2.3 The Equality Act 2010 define the following as protected characteristics: age, disability; gender reassignment, marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.
- 2.4 Following the annual meeting in 2021, there is a continued requirement to ensure that at least one third of members of the Board are women and that the Board should reflect the diversity of the City Region. Ongoing efforts for enriching the diversity board composition continue, including the recruitment campaigns where the LEP strive to achieve this requirement

Composition of the Board

- 2.5 The table in **Appendix 2** details the composition of the Board.
- 2.6 The LEP will continue to monitor the composition of its Board and Committees in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeted recruitment.

LEP Diversity Champion

- 2.7 The role of the LEP's Diversity Champion is to ensure that the Board understands its role in championing EDI and eliminating discrimination, providing challenge and highlighting opportunities.
- 2.8 Since Board approval at its February 2020 meeting, Kate Hainsworth has fulfilled the role of the LEPs Diversity Champion. Following Kate Hainsworth's confirmation to step down from the position, the EDIS requires that the Board identifies a member of the Board to act as **Diversity Champion**, as per agenda item 2.

The LEP & Combined Authority EDI Progress

- 2.25 Internally the organisation has continued to improve the profile of diversity issues within the workforce and our profile as an employer. Embedding EDI is the responsibility of all employees working within the LEP and Combined Authority.
- 2.26 EDI strategy and associated actions cannot be seen as a standalone function but more an important framework to mainstream EDI and fully embed it in all work undertaken including providing services to people, employing people and in shaping the place and region that we live and work.
- 2.27 Equality Impact Assessments (EqIAs) help the LEP and Combined Authority to evidence and demonstrate that we understand how our decisions, policies and services affect employees, people who use our services and shows we have identified any negative impact and eliminated or mitigated this impact in any as far as possible and have actively considered how what we do might support the advancement of equality and the promotion of good relations between different groups of people.
- 2.28 The Combined Authority has adopted a new vision, statement and framework on Equality, Diversity and Inclusion:

“CA's EDI Vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to EDI.

CA's EDI Statement

The West Yorkshire Combined Authority celebrates the difference of all the people we serve, work with and employ. The organisation will hold itself to the highest standards in relation to Diversity, Equality and Inclusion and we will evidence our commitment in the following ways:

- *The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.*
- *All training for staff on Diversity, Equality and Inclusion will be mandatory.*
- *All staff will be set an annual objective about how they must promote Diversity, Equality and Inclusion in their work, and we will monitor compliance of line managers with this requirement*
- *We will monitor and report the protected characteristics of our staff to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.*
- *We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps*

Compliance with this statement is non-negotiable and any staff member found to have breached our policies will be dealt with under the Combined Authority's disciplinary policy.

CA's EDI Framework

It is recognised that the Combined Authority has some way to go before it meets the vision to be recognised as a national leader on EDI. It is important to start by building a strong foundation with a focus on recovering, rebuilding, and strengthening the organisation in order to achieve longer term, sustainable outcomes. The framework underpins the approach which the Combined Authority is working to is the Equality Framework for Local Government which is the standard against which the Combined Authority will be audited.

Our renewed EDI focus outlines our commitment to attracting, nurturing and retaining a diverse and talented workforce. It challenges us all to think proactively and through an intersectional lens about how we support and embed inclusion within our organisation because that will also affect how we proactively work with our communities. The changes may take time to be felt, though we are committed to evolving what we do and how we do it, to recover, rebuild and strengthen our EDI approach and subsequently, be the change we want to feel at the CA. The key to achieving the vision for EDI at the CA, is the responsibility of all of us and supported by collaboration. We encourage everyone to actively engage with the EDI strategy and develop ways in which you can collaboratively embed EDI in your environments. “

2.29 Further measures over the last twelve months have included:

- Publication of our new annual State of the Region report including a supplement about the State of the Region from the perspective of Women

and Girls. The 2022 report will also look at the State of the Region from other diverse perspectives.

- Development of agreement of indicator sets for each committee including inclusive growth indicators, which will be regularly reported to each committee meeting.
- Development and implementation of Enterprise West Yorkshire programmes to support entrepreneurs – with targets around diversity.
- Published report into the structure and impact of the voluntary, community and social enterprise sector in West Yorkshire, showing total economic added value of between £3.1bn and £4bn.
- Embedding EDI within the delivery of Mayoral pledges.
- Ongoing development of a Fair Work Charter, with the Steering Group chaired by Kate Hainsworth, the LEP Diversity champion.
- Advancing proposals for an Inclusivity Champion for the region.
- Embedding of EDI as a central aim within the West Yorkshire Investment Strategy
- The continued successful roll out of a Diversity, Equality and Inclusion intranet site detailing our work on diversity, and how staff across the organisation are working to ensure that we become a more diverse organisation.
- Continued development of our internal staff network groups and supporting campaigns:
 - Embrace – Black, Asian and Minority Ethnic
 - Gender Equality – open to all genders
 - Proud@WYCA – LGBTQIA+; and Proud Allies
 - Newly launched: WeCan – Staff with Disabilities and those who support disability inclusion
- Evolved the *About You* questions for consultation and engagement to enable more inclusive categories, monitoring and transparent reporting
- EDI monitoring among businesses the LEP and CA support.
- Gender and Ethnicity Pay Gap Reports and Associated Action Plans
- EDI training programme tender including introduction to EDI, Inclusive Leadership and Equality Impact Assessment training
- Revised EqIA Toolkit and launch
- Partnership building, West Yorkshire Public Sector EDI Network, Channel 4, and local focused EDI networks e.g., Kirklees Diversity=Innovation Network
- EDI foundations project
- EDI embedded in comms internally via an EDI hub and knowledge centre, and externally an ongoing website accessibility review.
- Supported Directorates with EDI embedding across business plans and corporate priorities
- Recruitment and diversity policy - toolkit & new recruitment platform: [Vercida](#)
- Membership refresh of the EDI Working Group
- Local groups forming outside of the EDI Working Group, including Transport Policy EDI Working Group, Delivery's Inclusive Growth group, and more recently, Economic Services EDI group

3. Tackling the Climate Emergency Implications

- 3.1. Strengthening EDI efforts contributes to understanding the implications of climate change among citizens in West Yorkshire. For example, marginalised citizens in our societies who are evidenced to be hard hit by the impact of climate change. Further, in achieving the mission to tackle the climate emergency, diversity of people, experience and thought are essential.

4. Inclusive Growth Implications

- 4.1. Improvements in the LEP and Combined Authority approach to EDI are intrinsically linked to the delivery of inclusive growth.
- 4.2. As set out above, the LEP has recently adopted an Inclusive Growth framework and indicator set to drive and measure delivery.

5. Equality and Diversity Implications

- 5.1. The EDI implications are set out in full in the information section. The whole report above is about strengthening the LEP's approach to EDI. Whilst this has always been important, it is known that the pandemic has had a disproportionate affect on diverse communities and exacerbated inequalities. This work is a key priority for the LEP going forward.

6. Financial Implications

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

7. Legal Implications

- 7.1. The Equality Act 2010 legally protects people from discrimination both in the workplace and wider society. It introduced the Public Sector Equality Duty (PSED) which requires all public bodies and those carrying out public functions, to consider individuals with protected characteristics when shaping policy and delivering services. It also requires that public bodies have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
- 7.2. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Combined Authority to prepare and publish one or more objectives linked to the Public Sector Equality Duty.
- 7.3. Any failure to comply with those obligations could leave the LEP and Combined Authority exposed to enforcement action from the Equality and Human Rights Commission, legal challenge to decision making by way of Judicial Review or claims for monetary damages from individuals affected.

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. That the Board notes and provides any comments on the contents of this report.

10.2. That the Board approves the attached EDI Policy & Statement.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Leeds City Region Enterprise Partnership Equality, Diversity and Inclusion Policy including Diversity Statement

Appendix 2 - Board composition



Leeds City Region Enterprise Partnership (LEP)

Equality and Diversity Policy including Diversity Statement

Introduction

In order to deliver quality and significant growth with productivity gains we aim to continually remove all barriers to achieving economic participation and performance, resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities. Our vision is to be a leader recognised nationally for our focus and commitment to EDI. It is therefore critical that diverse communities will benefit from strong economic growth and no community will be excluded from full access and participation in economic life, progress, and security.

We embed equality, diversity and inclusion into all that we do, and integrate equality, diversity and inclusion in the work that others do on behalf of the Leeds City Region.

What is Equality and Diversity?

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality is focussed within a legislative framework – the main piece of legislation is the Equality Act 2010. The Act is designed to address unfair discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics covered by the Equality Act: age, disability, gender reassignment (transgender), marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex (gender), and sexual orientation.

Everyone is treated equally and equitably under policies, practices and have the same rights as everyone else. Everyone is provided with equitable access to opportunities, and there is parity between the outcomes everyone can achieve from those opportunities.

Equity is the recognition and understanding that some groups are disadvantaged, and others are advantaged and in order to achieve equal outcomes for all, specific action needs to be taken to level this out.

Diversity involves more. It is about valuing the full range of differences between people in the workplace and wider society. Promoting diversity acknowledges entry into the workplace, an employee reaching their potential once there, or a user/partner accessing the CA's services. Opportunities can be impacted / influenced by a range of factors beyond the protected characteristics included within the equality legislation, including social, economic, and educational background, professional background, hierarchical level, and working styles. It involves an understanding of the perceptions and experiences of others. Diversity is also a description of the way an organisation looks and how well it serves its people, place and regional populations. It reflects a picture of different types of people at different

levels in the organisation and how well different needs are met in service planning, commissioning, and delivery. This is the result of 'harnessing and valuing difference'. The legislation is an important element, but the scope of diversity is far richer than the legal basis.

Intersectionality is the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. People who represent more than one minority group and therefore define into more than one of the nine protected characteristics.

Inclusion within the equality and diversity context:

- Is about including and nurturing all people
- Is about the culture, environment, and processes operated by the organisation
- Is measured by how people feel
- Requires proactive effort to be achieved

What we will do

The LEP will engage with all stakeholders and be accessible, inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our partners to ensure that the following principles are supported:

- Advancing equality of opportunity;
- Showing our commitment to support those with a protected characteristic into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

The LEP will actively champion equality of opportunity (and/or, equality, diversity and inclusion) and do all it can to ensure that no member of the public, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

We will ensure that any barriers to equality, diversity and inclusion are being proactively tackled and in delivering our equality, diversity and inclusion policy we will:

- Assess the impact on equality, diversity and inclusion as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve and where necessary, mitigate any identified adverse impacts with due regard;
- Through West Yorkshire Combined Authority role as the accountable body, monitor the impact on, diversity and inclusion as we implement our strategies, policies and programmes as well as in the work we commission
- Be open and transparent and publish all information regarding our progress on achieving equality, diversity and inclusion;

- Work in partnership with the range of local, regional, and national organisations to celebrate activities and progress as well as create innovative and better actions; and
- Promote best practice and leverage relationships in working together for an inclusive West Yorkshire

Diversity Statement regarding LEP Board and CA Committee membership

It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise for private sector representatives is to promote and achieve representation that reflects the diversity, industry and geography of the region.

Selection of private sector representatives by the LEP Board for LEP Board membership will be on the basis of aptitude and ability, in accordance with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives. The Recruitment and Appointment Procedure also covers appointments of private sector representatives to CA Committees, appointed by the Combined Authority which report to the LEP Board. We encourage applications from all diverse backgrounds and endeavour to recruit openly from our community so that the LEP Board as a whole reflects regional diversity in terms of the protected characteristics.

We ensure that all members of the LEP Board including any co-optees have completed equality, diversity and inclusion training within the last three years.

Responsibilities

The ultimate responsibility for our policy rests with the LEP Board members to ensure that there are systems in place to put this policy into practice on a day-to-day basis.

The LEP is responsible and accountable for the implementation of this policy and for ensuring we fulfil our role in addressing equality, diversity and inclusion issues by promotion of this policy.

At its annual meeting, the LEP Board identifies a member of the LEP Board to act as **diversity champion**. Their role is to enable, educate, empower and nurture equality, diversity and inclusion to ensure that the LEP is operating in line with this policy.

The LEP Board **Members' Code of Conduct** requires each member of the LEP Board to act (behave and perform) consistently with this policy (including the diversity statement). They are obliged by the Code not to do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to

equality, including the Equality Act 2010 and the Public Sector Equality Duty, and/or contribute to any failure to comply with the LEP's policy.

Combined Authority officers serve both the LEP and the Combined Authority. They must comply with the Combined Authority's employee equality and diversity policy, vision and champion the principles of the statement, whilst role modelling EDI in the CA's values.

LEP Board composition as at June 2022

Member	Geography	Sector	Business Size /Local Authority
Prof Shirley Congdon	Bradford	Higher Education	Large
Helen Featherstone	Wakefield	Culture	Medium
Amir Hussain	Bradford	Architect/professional services	Small SME
Simon Pringle	Leeds	Commercial Strategy	Medium SME
Kamran Rashid	Bradford	Third Sector	Medium SME
Mandy Ridyard	Bradford	Manufacturing	Medium SME
Mark Roberts	Leeds	Retail	Medium SME
Kully Thiarai	Leeds	Culture	Medium
Andrew Wright	Huddersfield	Engineering	Medium SME
Tracy Brabin	West Yorkshire	Public	Local Authority
Cllr James Lewis	Leeds	Public	Local authority
Cllr Susan Hinchcliffe	Bradford	Public	Local authority
Cllr Denise Jeffery	Wakefield	Public	Local authority
Cllr Shabir Pandor	Kirklees	Public	Local authority
Cllr Tim Swift	Calderdale	Public	Local authority

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

Date: 15 June 2022

Subject: **Scrutiny Annual Report 2021/22**

Director: Angela Taylor, Director of Corporate and Commercial Services

Author: Hannah Scales, Scrutiny Support Officer

1. Purpose of this Report

- 1.1. To present the LEP Board with the Scrutiny Annual Report which summarises and highlights the work undertaken by the three Scrutiny Committees during the 2021/22 municipal year.

2. Information

- 2.1. Each year the Combined Authority's Overview and Scrutiny Committee produced an annual report which provided a brief summary of their activities in that municipal year including the topics they scrutinised and reviewed, the agendas for their meetings, any outstanding issues being monitored and their plans for the following year.
- 2.2. Following the expansion of the Combined Authority's Scrutiny Function, the annual report for the 2021/22 municipal year reflects the work and activities of all three Scrutiny Committees.
- 2.3. The Annual Reports are published and available to read on the Scrutiny section of the Combined Authority's website here: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/scrutiny/>
- 2.4. The Scrutiny Annual Report 2021/22 is attached at **Appendix 1**.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

- 5.1. The terms of reference for the Scrutiny Committees include a commitment to work with other committees to promote equality and diversity.

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

That the LEP Board:

- 10.1. Notes the appended annual report summarising the work undertaken by the Overview and Scrutiny Committee in 2021/22.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Scrutiny Annual Report 2021/22

Annual Report 2021/22

Corporate, Economy and Transport Scrutiny Committees

June 2022

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Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2021/22 municipal year and any conclusions and recommendations made.

What is 'Overview and Scrutiny'?

Overview and Scrutiny (shortened to scrutiny) acts as a check and balance to decision makers at the West Yorkshire Combined Authority, Leeds City Region Enterprise Partnership (the LEP) and their partners. It holds them to account for:

- the policies they adopt
- the money they spend
- the services they provide

Scrutiny **investigates**, **influences**, **reports** and **recommends** ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive outcomes for local people.

Although scrutiny does not have the power to make or block any decision of the Combined Authority (CA) (or the LEP), it does have the power to:

- 'call-in' decisions and make a case for them to be formally reconsidered or changed
- oblige the Combined Authority to respond to its recommendations publicly within two months
- require any member (or senior officer) of the Combined Authority to appear before it

All scrutiny work is led by an independent, politically-balanced group of elected councillors known as the Overview and Scrutiny Committee.

Membership 2021/22

Our scrutiny function consists of three committees each with 16 cross-party councillors from across West Yorkshire and York who are 'backbenchers' – that is, councillors who are not members of a local council's cabinet or executive.

The three committees are:

- **Corporate Scrutiny Committee** (chaired by Cllr Peter Harrand, Leeds)
- **Transport Scrutiny Committee** (chaired by Cllr Amanda Parsons-Hulse, Calderdale)
- **Economy Scrutiny Committee** (chaired by Cllr Richard Smith, Kirklees)

Corporate Scrutiny Committee

Chair: Cllr Peter Harrand (2019– present)

Deputy Chair: Cllr Geoff Winnard (2019– present)

Members 2021/22

District	Member	Substitutes
Bradford	Councillor Geoff Winnard Councillor Jeanette Sunderland Councillor Carol Thirkill	Councillor Alun Griffiths
Calderdale	Councillor Mike Barnes Councillor George Robinson Councillor Megan Swift	
Kirklees	Councillor Andrew Cooper Councillor Paul Davies Councillor Melanie Stephen	Councillor Susan Lee-Richards
Leeds	Councillor Peter Harrand Councillor Jane Dowson Councillor Jacob Goddard Councillor Tony Homewood	
Wakefield	Councillor David Jones Councillor Betty Rhodes	
York	Councillor Rachel Melly	

Economy Scrutiny Committee

Chair: Cllr Richard Smith (2019– present)

Deputy Chair: Cllr Stephen Baines MBE (2019– present)

Members 2021/22

District	Member	Substitutes
Bradford	Councillor Aneela Ahmed	
	Councillor Bob Felstead	
	Councillor Zafar Iqbal	
Calderdale	Councillor Stephen Baines	
	Councillor Susan Press	
	Councillor Audrey Smith	
Kirklees	Councillor Richard Smith	
	Councillor Manisha Kaushik	
	Councillor Harpreet Uppal	
Leeds	Councillor Jonathan Bentley	
	Councillor Kayleigh Brooks	
	Councillor Dawn Collins	
Wakefield	Councillor Tony Hames	
	Councillor Olivia Rowley	
	Councillor Tony Wallis	
York	Councillor Andrew Hollyer	

Transport Scrutiny Committee

Chair: Cllr Amanda Parsons-Hulse (2019– present)

Deputy Chair: Cllr Peter Caffrey (2019– present)

Members 2021/22

District	Member	Substitutes
Bradford	Councillor Peter Clarke	
	Councillor Mohsin Hussain	
	Councillor Ruth Wood	
Calderdale	Councillor Amanda Parsons-Hulse	
	Councillor Peter Caffrey	
	Councillor Dot Foster	
Kirklees	Councillor Donald Firth	
	Councillor Yusra Hussain	Councillor Andrew Pinnock
	Councillor Anthony Smith	
Leeds	Councillor Robert Finnigan	
	Councillor Sharon Hamilton	
	Councillor Paul Wray	

Wakefield

Councillor Harry **Ellis**
Councillor Jackie **Ferguson**
Councillor Nic **Stansby**

York

Councillor Stephen **Fenton**

Chair's Foreword



Cllr Peter Harrand



Cllr Richard Smith



Cllr Amanda Parsons-Hulse

We are pleased to present the first joint Scrutiny Annual Report for the 2021/22 municipal year. We have had a successful year investigating, influencing, and reporting ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive benefits for local people.

The 2021/22 municipal year saw the implementation of our newly expanded Scrutiny Function. It has been a year of learning and development and at the latter end of the year, reflection on lessons learned to influence work planning for the year ahead.

In the municipal year of 2021/22, we dedicated some time to financial matters, particularly receiving detailed updates on budget and business planning. We attended workshops on budget planning and inward investment (including Channel 4) and we focussed on behaviour change relating to the usage and service provision of public transport. We also held three successful Mayor's Question Times in which we questioned the Mayor on her direct and soft powers relating to each of our Committees' pre-agreed topics.

March 2022 saw the long-awaited re-opening of our newly refurbished and modernised Wellington House Offices for meetings. We are pleased to have held our final meetings of the municipal year face to face at Wellington House and we look forward to holding more in person meetings in the coming year.

We would like to thank the members of our Committees for their flexibility, commitment, and hard work, we do hope you will return next year. We would also like to acknowledge officers for their continued support, comprehensive reports and invaluable contributions.

We would also like to take this opportunity to invite the residents of West Yorkshire to provide suggestions of topic areas in line with our Terms of References to be scrutinised in the coming year. Contact the Scrutiny Team: Scrutiny@westyorks-ca.gov.uk

Councillor Peter Harrand
Chair, Corporate Scrutiny Committee
West Yorkshire Combined Authority

Councillor Richard Smith
Chair, Economy Scrutiny Committee
West Yorkshire Combined Authority

Councillor Amanda Parsons-Hulse
Chair, Transport Scrutiny Committee
West Yorkshire Combined Authority

Work Programme 2021/22

Each Scrutiny Committee determines its work programme at the beginning of every new municipal year in July when members choose which issues from previous years to revisit and those coming up in the year ahead they want to look at in more detail.

The Combined Authority and the LEP support scrutiny's work programming by outlining the key pieces of work and significant decisions planned or expected throughout the year.

Every year the Combined Authority and LEP agree a **Corporate Plan**¹ which outlines their ambitions and targets. Five key areas of focus were identified as follows:

1. Boosting productivity
2. Enabling inclusive growth
3. Delivering 21st century transport
4. Tackling the climate emergency
5. Policing and Crime

Summary of 2021/22 Work Programmes

Committee	Topics
Corporate Scrutiny	<ol style="list-style-type: none">1. Partnerships and mayoral soft power2. Budget and business planning3. Overall strategic and financial decision-making4. Workforce and corporate systems
Transport Scrutiny	<ol style="list-style-type: none">1. Buses (franchising and improvement plans)2. Behaviour change in decarbonisation3. Freight (including waterways)4. Road management and policy5. Rail reforms
Economy Scrutiny	<ol style="list-style-type: none">1. COVID-19 recovery: growth, jobs and skills2. Impact of inward investment (Incl. Channel 4 & culture)3. Rural issues4. Housing pledge and powers
All Committees	<ol style="list-style-type: none">1. (Relevant) Mayors Pledges2. Work programme

¹ [West Yorkshire Combined Authority Corporate Plan 2021 - 22 \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)

All information correct at time of print (June 22)

2021/22 Highlights

This section briefly outlines some highlights of each scrutiny committee in 2021/22.

Corporate Scrutiny Committee

Budget Workshop

The Committee received an in-depth presentation on the budget, Gainshare and business planning. Members discussed in detail the Gainshare spending breakdown and the five corporate priorities: boosting productivity, enabling inclusive growth, tackling the climate emergency, delivering 21st century transport and securing money and powers.

Integrated Corporate Systems (ICS)

Members received updates on the implementation of ICS which was one of the key corporate projects for the year. The project aimed to upgrade current HR, finance and monitoring systems with a new 'off the shelf' system – which could also be customised if necessary. Members discussed the challenges installing the system and how robust the plan was in place to monitor progress and how future proof the system's cloud-based infrastructure was.

Assurance Framework

Members were provided with an update on progress relating to the changes proposed to the Leeds City Region Local Assurance Framework arising from the 2022 annual review. Members discussed how overspends were addressed through the flexibility in the Assurance Framework within tolerances set out for each project individually by the CA. The complexity, size and value of each project determined which criteria it was subject to and which decision points it would go through and where the decision would be made. Members were informed that the Carbon Impact Assessment Tool was due to come into place on 28 February 2022 it was suggested that the Tool was sent to members when available.

Mayor's Question Time

The committee posed questions relating to four pre-agreed topics: devolution settlement and powers vs 'soft power', partnership working across West Yorkshire and strategic alignment, Gainshare spending and Budget and business planning and internal corporate matters.

Budget, Business Planning and Funding Priorities

Members received several updates and assisted by providing constructive feedback which had been incorporated into future papers. Members sought clarification on a number of things such as clarity of definitions in target setting and methodology when assessing achievement/performance, impact of inflation and EDI target setting.

Transport Committee Review

The committee received an update on the Transport Committee Review, members sought clarification on several things and provided feedback on the proposal. Key areas of clarification included allowances, the aim of the review, role of Deputy Chairs and cross-boundary working. Members wished to know who was responsible for setting the parameters, where ideas originated from and whether the conclusions were motivated by evidence or influenced by political concerns. This was considered to be a potential future topic of enquiry for the Committee.

Introductory Reports

The committee received introductory reports on workforce, social value in procurement and cyber security which will be scrutinised in the coming year.

Economy Scrutiny Committee

COVID-19 Economic Recovery Plan

Members received several updates on the COVID-19 Economic Recovery Plan including business support schemes, access to funding, entrepreneurship programme, fair wages and working conditions, retired workers re-entering work force, disadvantaged communities and inclusion, climate action vs economic growth, green jobs/skills, assets and infrastructure and research development and intelligence.

Rural Issues

The committee discussed and focussed on digital infrastructure and delivery and support for businesses in rural areas.

Members discussed the following:

- Fuel poverty - why fuel poverty was affecting rural areas as opposed to urban areas, noting that it was generally due to proximity to the gas network and building types in rural areas usually being larger and older buildings.
- Funding – the continued uncertainty around funding as the Combined Authority waited to hear from government on continued growth hub funding and details of the UK Shared Prosperity Fund, amongst others. The Growth Hub was vital to cross-council working in business support and growth.
- Broadband – viability in rural areas, how broadband needs are assessed, the thinking behind the 20% target and the challenges with broadband provision on unadopted streets in relation to the Gigabit rollout. The need for businesses to be in hard-to-reach 'disconnected' areas and although business relocation was an option it was not something being advocated for strategically.

Housing Pledge and Powers

The Committee investigated the early work on fulfilling the Mayor's pledge on affordable housing. In particular, the Committee discussed the achievability of the affordable housing pledge, the Combined Authority's housing role and powers and the Combined Authority's 'developers note'.

Inward Investment Workshop

Members received a detailed presentation which was split into two sections, part one on wider inward investment and part two which gave an update on Channel 4. Members looked at performance, an overview of return on investment, additionality, Economic Impact Report findings and the Creative Catalyst.

Mayor's Question Time

The committee asked questions relating to five pre-agreed topics: partnerships and delivery, skills and jobs, businesses, culture and housing.

Transport Scrutiny Committee

Bus Service Improvement Plan (BSIP) and Enhanced Partnership

The committee raised various questions on the bus recovery grant, BSIP funding shortfall, zero emission buses, flexi bus and the overall concern of service reliability.

Discussion included:

- Implementation date and numerical targets
- HGV and bus driver shortage
- Digital accessibility and information
- Audio-visual accessibility on buses
- Demand led transport services
- Mcard and general ticketing pricing
- Connectivity and planning
- Zero emission fleet
- Promotion of public transport in schools

Mayor's Question Time

The committee posed questions relating to five pre-agreed topics: Mayor/CA's powers and funding, buses (including franchising, service routes/reliability and fares), mass transit system, rail (including HS2/3 and IRP) and active travel (including infrastructure).

Rail Update

The committee received updates on the latest national and regional rail restructuring and questioned officers on the below:

- **Governance Structure and Model:** Members discussed the Williams-Shapps White Paper (published last summer) and its particular focus on 'branding' rather than service provision and infrastructure. This was as a result of the review process, 'branding' was identified as the main area of concern in the previous franchising system.
- **Ownership of Rail Stock:** The ownership of the rolling stock was unclear, and the Officer confirmed he would seek clarification.

- **Peak and Off-peak Rail Fares:** Members were concerned due to the lack of clarity of the current Peak and Off-peak rail fare pricing system which seemed to penalise workers and students. Peak and Off-peak fares were introduced around six years ago to mitigate overcrowding on trains. Members heard that the commuter market continued to be a way behind but rail travel for leisure had increased significantly.
- **Zero-carbon Ambitions:** Members noted that zero-carbon ambitions for rail systems were not possible, there was an in-built carbon impact from the rail infrastructure as well as power supply and electrification.
- **Impact of HS2:** Members discussed the impact of the HS2 cancellation. The decision was being assessed and next steps negotiated by the Managing Director and Mayor with the Department for Transport.
- **East-West Rail Links:** The importance of rail links between East-West, West Yorkshire, Yorkshire and the Humber and North-West as opposed to further links with London was discussed. The East-West rail link was described as the Transport for the North 'showpiece' to underpin the need for greater economic activity.

Behaviour Change

The Committee had a detailed discussion about behaviour change, associated psychology, young people and education, motivators/perceived barriers of public transport, importance of infrastructure and reliability. The committee looked forward to developing this piece of work in the coming municipal year.

Key aspects of the discussion were as below:

- **Psychology:** Members heard about various psychology studies such as 'Pavlov's Dog' and 'Bandura's Bobo Doll' and a case study utilising gamification. Members also discussed the application of a rewards system such as discounts, for public transport to encourage higher patronage and increase usage.
- **Young People and Education:** The importance of targeting young people was discussed, using the education system and initiatives in schools. An example of this was 'Own Our Streets' run recently in Wakefield which encouraged the use of buses or active travel to travel to and from school. With younger people becoming increasingly digitally connected, Members considered the use of apps and building a travel network based on the needs of the next generation.
- **Time:** Members thought there was a lack of emphasis on the time consumed by different modes of travel, whilst monetary price was the main major motivator/demotivator, the length of time a journey takes was also important. Members discussed methods to encourage people to walk to their destination such as using signage with journey time information.
- **Motivators / Perceived Barriers:** Members discussed in detail motivators and perceived barriers for people using public transport and active travel. The importance

of promoting benefits such as monetary savings and fitness as well as environmental advantages was also considered. The use of common marketing techniques was discussed in addition to utilising the new luxury branded electric two-wheelers to motivate greater use.

- Infrastructure: The importance of service quality and infrastructure was emphasised, prior to promotion of the service it needed to be of high standard, reliable and meet key motivators to ensure people would consistently use and transition to using public transport and active modes of travel.

Mayor's Question Time

In the 2021/22 municipal year the Scrutiny Committees each held one Mayor's Question Time to question the Mayor on the full range of matters within her remit and relating to her pledges relevant to each Committee.

Corporate Scrutiny Committee

Direct mayoral powers: Mayors' powers differ by area as each devolution deal is bespoke. West Yorkshire's planning powers may be expanded following national planning reforms planned by the government and it is felt that additional powers on climate related issues are important to tackle environmental issues, in particular when related to buses and other existing transport issues, which still require government's final approval.

Soft power and influence: A significant part of mayoral power is 'soft power' that is based on profile, influence and relationships. The Mayor spends a lot of time building and maintaining relationships with a range of stakeholders, from the partner councils, to local transport operators, and government ministers. As a former MP the Mayor has a number of pre-existing relationships with ministers and council leaders, and the goal of current communications activity is to raise the authority and mayor's profiles to increase soft power capacity. There is a balance to be made between working with central government constructively and criticising some decisions as necessary.

Bidding for funding: A lot of the Combined Authority time is spent identifying or bidding for funding. Officer capacity for this has increased over the years and the CA has been relatively successful in the level of funding won. The capacity to participate in bidding and securing funds is also under review.

Gainshare spending strategy: a new form of local government spending, Gainshare is not ringfenced but must be spent on agreed priorities. There are concerns that Gainshare spending would be used as a 'slushfund' or be distributed along 'political' lines. There is a debate as to whether the money should be distributed equally between council areas or spent strategically to fulfil the Mayor's manifesto pledges and schemes with the highest overall impact, focusing on outcomes/outputs. However, the CA formally agreed to spend the funding strategically and did not consider equal distribution.

Current plans are to ensure that all Mayors Pledges have spending and activity against them and all Gainshare spending requests be judged against how they will achieve strategic objectives. All spending will go through the usual decision-making processes at public committee meetings and will be subject to scrutiny call-in to avoid any undue favouritism and absence of rigour.

Borrowing against Gainshare: There is potential to borrow against Gainshare to increase level of long-term investment. This possibility is being explored as part of budget planning for next year and medium term. There are advantages to using it to raise extra money for investments, especially as Gainshare is not indexed to inflation over the 30 years. Borrowing also has its risks and downsides which must be explored

thoroughly, not least ‘tying’ the hands of successors and increasing the organisation’s debt commitment costs over time.

Budget and business planning: Budget planning across local government is difficult this year in the wake of COVID-19. At the CA, the biggest challenges are risks in transport funding, potential pay award, and the risks arising from uncertainty about government funding as Growth Deals and European funding comes to an end this year. Commitments have been made not to introduce a mayoral precept or increase the transport levy in this financial year, so work is ongoing to find savings to ensure the budget is balanced. The current target is to plan to mayoral term lengths – the first term being three years and then the four years after as most business planning is now being aligned to mayoral pledges which have informed corporate priorities.

Partnership working and strategic alignment across councils: The Mayor and council leaders work closely. Council leaders are not only members of the CA, but the Mayor and leaders meet frequently to lead the organisation and ensure that activity, policies and investments are aligned and in the region’s benefit. This level of partnership is a core part of the CA’s decision-making structures and good working relationships between the leaders and Mayor is vital. The Mayor does not instruct council leaders on policies for their area, which they are best placed to know.

ESG (Environmental, Social, and Governance) / EDI (Equality, Diversity, Inclusion): ESG/EDI issues have increased in prominence as a key Mayoral strategic priority. Work is underway to recruit a regional Inclusivity Champion and inclusivity impact and assessment has now been deployed in all reports (and assurance framework analysis) and new services and policies are being developed to plug inclusion gaps (e.g. quotas in programmes targeting individuals/communities). There is still work underway to assess and determine a way forward in terms of ESG and procurement and seeking living wage accreditation in the organisation’s suppliers and partners (as the CA already pays living wage to employees). It is considered vital that the authority ‘practices what it preaches’ in this area.

6 months in – first impressions: The Mayor’s role is very diverse. Sometimes there is a lot of focus on PR and building profile, meeting people and representing the region in the media and at events, together with the decision making and strategizing and building ideas in meetings. There has been a steep learning curve but the organisation has been well equipped to onboard a new Mayor. Some changes were needed, in building a new bespoke Mayor’s office and in increasing external communications capacity to cater to the needs of a Mayoral operation.

Economy Scrutiny Committee

Partnerships and Delivery

- Quality of partnerships: the Mayor felt that the Local Authorities were aligned and working well together, they all had similar challenges and agreed on solutions.
- Delivery capacity: Gainshare was being used to support each member authority in developing a pipeline of projects ready for bidding in new government funding

announcements. Councils which had projects ready had an advantage when funding was announced. The Mayor felt government didn't understand delivery capacity issues facing local government and was too demanding in the number of funding announcements and the limited deadlines associated.

- York: West Yorkshire worked with York on various joint schemes, not just in transport, but also in business. Further devolution to York was supported as it would also benefit West Yorkshire.
- Leeds-centricity & West Yorkshire levelling up: Members had the perception of Leeds centricity. Other cities and towns felt side-lined, particularly on office space. Wakefield Council was bidding for the new Rail HQ, but it was bidding against larger areas/authorities such as Doncaster, Preston and York.

Jobs and skills

- Members heard of the use of the AEB budget to respond to reactive labour needs such as the HGV driver training during the recent shortage.
- Green jobs: There was demand for green jobs in the development of EV charging infrastructure and EV mechanics, retrofitting homes opportunities and the use of AEB funding to help. Members wished to know the definition of a 'green job'; to ensure it was not the marketing industry 'greenwashing' campaigns, but direct jobs for example as EV related workers and electric boiler fitters.
- Members were informed that the number of people in work and claiming Universal Credit had increased significantly.
- Parent workers: The importance of support for parent workers, particularly women.
- Over 50s: The CA wanted to support people to reskill as their careers progressed. Older workers had been positively targeted through the employment Hub to help people get back into work.
- University Engagement: The Mayor had regular meetings with Vice Chancellors encouraging positive engagement. The Mayor emphasised the importance of careers advice, working with businesses and helping young people make important choices.

Business

- Support for small businesses: historically the government focussed on businesses with growth potential. There were various versatile initiatives to support small/medium sized businesses including integral local, community businesses such as 'corner shops'.
- Cost of living: the cost of living crisis was affecting business costs/expenses and there were schemes in place to advise/fund businesses helping them in reducing energy costs through greater efficiency.
- Grants vs advice – Members felt that on occasion, businesses needed invaluable advice rather than money which the CA did provide.
- Late payments: Businesses and in particular small businesses struggled with late/backdated payments which was a recognised issue. Members heard this problem was addressed as part of the Fair Work Charter.
- Inclusive growth – Members felt there was a lack of clarity around the definition of 'inclusive growth', did the CA seek to make only the growth element inclusive or, was it seeking to make the entire existing economy increasingly inclusive? Members heard that the goal was to grow the economy further and in an inclusive way that

shared the benefits of growth. Some work such as the fair work charter sought to make the existing economy fairer and more inclusive.

- Leeds Bradford Airport (LBA) – LBA was considered an example of the tension and conflict between economic growth and the climate emergency action. Expanding the airport would lead to increased carbon emissions but the Mayor felt that the region couldn't remain competitive with other regions without its own airport.

Housing

- House production rate: The rate of housing development hadn't increased in 10 years, which had contributed to the rising house prices.
- MCA housing powers: Members understood that the CA/Mayor can't build houses, but the CA could help Local Authorities deal with issues such as land-banking through CPO or develop less viable land through devolved funding.
- Viability of land: The majority of land especially in districts such as Calderdale was harder to develop due to the area's terrain. The Brownfield Fund was designed to help councils develop such difficult land, that requires a lot more funding to make viable.
- Social/council housing: 5000 'affordable' homes target did not include a specific proportion as social housing. Members of the public often viewed affordable housing as social housing for rent. Members thought the affordable housing definitions were too subjective – what was affordable for one, may not be affordable for another.
- Developers: Members discussed that far too often developers agreed to develop affordable housing, then under technicalities renege on their agreements by citing lack of profitability due to 'unforeseen' viability costs after the fact. Members heard that an area in Horsforth gave up greenbelt land for a development of affordable housing and did not get any in the end. Members discussed the possibility of Mayoral soft power being utilised by identifying good and bad developers who adhere to agreements.
- Wellness and place: Price was not the only factor for good housing, also access and connectivity to amenities such as food and transport were equally as desirable. It was not just about houses, it was also about the area and space, an example being those fortunate to have garden space during the pandemic compared to people who didn't.

Culture

- Networking and inclusivity: Creative industries was centred around networking, contacts and relationship building. This could put people from various social classes at a disadvantage. It was suggested that peer networking opportunities should be part of the Creative Catalyst and Channel 4 programmes.
- Culture and wider regeneration: This could create a wide range of jobs in acting, producing, writing, digital, marketing, building, logistics and hospitality.

Transport Scrutiny Committee

Mayoral and Combined Authority's powers: Members noted that although the Mayor had some direct powers, relatively she had more soft power than direct. Mayors across the regions work together through the M8 and M10 groups to pool 'soft power' influence and leverage relationships in parliament and government to influence policy and

decisions and secure funding. The Mayor also works alongside the 5 local council leaders and considers herself “one of a group of six” part of a collective approach, as expressed in the CA’s governance structure. Members discussed which additional transport powers the Mayor might need going forward such as powers around climate change and electric bus fleet management, as well as possible rail and road powers.

Buses: The FlexiBus (“demand led” bus service) pilot in East Leeds was discussed along with the importance of ensuring access to buses for people in all areas of West Yorkshire. The Mayor outlined how the Bus Service Improvement Plan planned to support West Yorkshire’s rural communities, although an announcement on funding for the BSIP was still awaited. It was hoped in the meantime that the Enhanced Partnership would give the Combined Authority more insight and opportunity to influence bus companies to provide a reliable and desirable service.

The government and the Combined Authority supported bus companies during the pandemic to keep services running. The government had yet to announce how funding would continue after March and as a result bus companies are planning ahead, with possible reductions in timetabled services due to uncertainty. The Mayor confirmed she had written to bus operators about this.

It was noted that travel behaviours have changed since the pandemic and long-term impact is still being analysed. The pandemic reduced journeys, but patronage had returned back to approximately 80% of pre-pandemic patronage before the Omicron variant. This means that demand is still there initiatives such as free bus Sunday, the £1 Boxing Day offer and cheaper summer tickets for young people had helped with that.

Inclusivity in the network was noted as being crucial and Members noted the Network Navigation Project, including real time navigation screens on bus stops across West Yorkshire. Printed timetables (removed as a result of Covid-19) were due to be re-installed. Audio-visual information on all buses and the telephone contact centre available for people who prefer speaking to a real person regarding buses were other changes. Improvements such as investment in ‘tap in, tap out’ payment systems, the disparity of pricing across the region and extra bus priority lanes mitigating delays caused by traffic were discussed.

The Mayor acknowledged the challenges in having a network focusing on a core city such as Leeds and Members were informed that Leeds specific transport funding awarded by government 5 years ago was the reason for the seemingly large number of Leeds-focused schemes being delivered compared to the other areas. The mass transit and connectivity plans hoped to bridge current gaps in connecting more areas to the network.

Mass Transit: It was noted that Leeds – and by extension WY as an urban area – was the only city in Europe that doesn’t have a mass transit system. Funding for a Mass Transit system was contained within the current government’s manifesto and the Combined authority was given £200 million to begin work on this, following consultation and public engagement. It is key that the plan is future proof and that each individual locality had the best mode of transport for the area to enable seamless routes. The

proposed mass transit system is going to the CA in March for approval. Members noted that the Mayor had written to ministers to emphasise the long term nature of the project and the need for funding commitments so that future mayors and local governments could see it through to completion.

Rail: The cancellation of HS2 and HS3, and its impact on the whole region and Bradford in particular, was discussed and the Mayor explained that she had written to ministers expressing disappointment at the decision and work was underway to assess the full impact and identify mitigations. Region-wide rail station accessibility and inclusivity concerns were discussed as proof of the necessity of investment in rail station infrastructure after years of seeming neglect. The Mayor expressed her support for electrification of the Calder Valley line and had written to ministers but had not yet received a response.

Active Travel: The importance of active travel was discussed as being vital to meet climate targets, though it was acknowledged that areas with varying typography can be more challenging to adapt for inclusive active travel. Some members detailed their experience with consultations on transport schemes and discussed the need to incentivise earlier and wider public and member participation in consultations in future. Behaviour change was identified as key to any success in this area and some ideas included investment in pavement markers and safer segregated cycle lanes.

Next steps in 2022/23

After a year of implementation and establishment, the scrutiny committees are entering into the new municipal year with greater workloads and with the hopes to establish working parties to drive positive change.

Find out more and get involved

Find out more about scrutiny at the Combined Authority and to view agendas, reports and minutes, please visit the website here: <https://westyorks-ca.gov.uk/>

Scrutiny committee meetings take place in public and anyone is welcome to attend.

Get in touch

Scrutiny is keen to hear from members of the public on issues of concern in the West Yorkshire and York area that relate to the functions and responsibilities of the Combined Authority and Leeds City Region Enterprise Partnership (LEP).

You can contact scrutiny:

By email: scrutiny@westyorks-ca.gov.uk

In writing: Scrutiny
Legal & Governance Services
West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Find out more

westyorks-ca.gov.uk
[@WestYorkshireCA](https://twitter.com/WestYorkshireCA)
+44 (0)113 251 7272



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

Date: 15 June 2022

Subject: **Calendar of meetings 2022/23**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author(s): Caroline Allen, Head of Legal & Governance

1. Purpose of this report

1.1 To approve the calendar of meetings proposed for the LEP Board for 2022/23 and note the provisional meeting dates for committees appointed by the West Yorkshire Combined Authority (Combined Authority) which report also to the LEP Board.

2. Information

2.1 The proposed calendar of meetings for the LEP Board in 2022/23 is attached as **Appendix 1** to this report.

2.2 In setting the proposed dates for the LEP Board, it was necessary to give consideration to the wider schedule of meetings of the West Yorkshire Combined Authority, to ensure that each committee feeds through the appropriate committee channels and into the LEP Board/Combined Authority as necessary.

2.3 Bank holidays, public holidays, party conferences, elections, full council meetings and district cabinet/executive meetings have all been taken into account and avoided. It has not been possible to avoid all school holidays due to divergent holidays across Leeds City Region's geography and between primary, secondary, sixth form together with private/state/academy differences.

2.4 **Appendix 1** also shows provisional meeting dates for the Combined Authority and its committees including the thematic decision making committees to which private sector members are appointed. All the Combined Authority meeting dates are subject to resolution of the Combined Authority at its annual meeting on 23 June 2022.

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 None.

7. Legal Implications

7.1 None.

8. Staffing Implications

8.1 None.

9. External Consultees

9.1 None.

10. Recommendations

That the LEP Board:

10.1 Approves the calendar of meetings proposed for the LEP Board for 2022-23 as detailed in Appendix 1.

10.2 Notes the provisional meeting dates of the thematic decision-making committees to be appointed by the Combined Authority as detailed in Appendix 1.

11. Background Documents

11.1 None.

12. Appendices

Appendix 1 – Calendar of Meetings 2022-2023

DRAFT Calendar of Meetings 2022/2023

2022

June 2022	23	Combined Authority	11.00 am
	29	Scrutiny Induction Workshop	10.00 am
July 2022	1	Transport Committee	11.00 am
	6	Employment and Skills Committee	2.00 pm
	7	Place, Regeneration and Housing Committee	11.00 am
	12	Finance, Resources, and Corporate Committee	11.00 am
	12	Business, Economy and Innovation Committee	2.00 pm
	19	Climate, Energy and Environment Committee	2.00 pm
	21	Culture, Sports, Arts and Creative Industries Committee	2.00 pm
	22	Combined Authority	1.00 pm
28	Governance and Audit Committee	2.00 pm	
August 2022	No Meetings		
September 2022	1	Place, Regeneration and Housing Committee	11.00 am
	6	Finance, Resources, and Corporate Committee	1.00 pm
	9	Combined Authority	11.00 am
	16	Transport Committee	11.00 am
	21	Economy Scrutiny Committee	10.00 am
	21	LEP Board	2.00 pm
	22	Transport/Infrastructure Scrutiny Committee	10.00 am
	23	Corporate Scrutiny Committee	10.00 am
October 2022	4	Climate, Energy and Environment Committee	2.00 pm
	13	Governance and Audit Committee	11.00 am
	14	Transport Committee	2.00 pm
	19	Business, Economy and Innovation Committee	2.00 pm
	20	Employment and Skills Committee	2.00 pm
	21	Combined Authority	11.00 am
November 2022	3	Place, Regeneration and Housing Committee	11.00 am
	3	Culture, Sports, Arts and Creative Industries Committee	2.00 pm
	10	Finance, Resources, and Corporate Committee	11.00 am
	11	Transport Committee	11.00 am
	16	Economy Scrutiny Committee	10.00 am
	17	Transport/Infrastructure Scrutiny Committee	10.00 am
	18	Corporate Scrutiny Committee	10.00 am
December 2022	1	LEP Board	2.00 pm
	8	Combined Authority	11.00 am
	16	Transport Committee	11.00 am

2023

January 2023	5	Place, Regeneration and Housing Committee	11.00 am
	10	Climate, Energy and Environment Committee	2.00 pm
	11	Finance, Resources, and Corporate Committee	11.00 am
	12	Governance and Audit Committee	11.00 am
	18	Economy Scrutiny Committee	10.00 am
	19	Transport Scrutiny Committee	10.00 am
	20	Corporate Scrutiny Committee	10.00 am
	23	Employment and Skills Committee	2.00 pm
	24	Business, Economy, and innovation Committee	2.00 pm
	26	Culture, Sports, Arts and Creative Industries Committee	2.00 pm

February 2023	2	Combined Authority	11.00 am
	10	Transport Committee	11.00 am

March 2023	2	Place, Regeneration and Housing Committee	11.00 am
	7	Economy Scrutiny Committee	10.00 am
	8	Transport/Infrastructure Scrutiny Committee	10.00 am
	8	LEP Board	2.00 pm
	9	Corporate Scrutiny Committee	10.00 am
	10	Transport Committee	11.00 am
	13	Finance, Resources, and Corporate Committee	11.00 am
	16	Combined Authority	11.00 am
	21	Climate, Energy and Environment Committee	2.00 pm
	22	Governance and Audit Committee	11.00 am
	23	Employment and Skills Committee	2.00 pm
	28	Culture, Sports, Arts and Creative Industries Committee	2.00 pm
	29	Business, Economy, and innovation Committee	2:00 pm

April 2023	No Meetings		
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May 2023	26	Transport Committee	11.00 am
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June 2023	1	Place, Regeneration and Housing	11.00 am
	7	Finance, Resources and Corporate Committee	11.00 am
	13	LEP Board Annual Meeting	2.00 pm
	22	Combined Authority Annual Meeting	11.00 am



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

Date: 15 June 2022

Subject: **Economic Update**

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

Author: Tom Purvis, Economic and Transport Analysis Manager

1. Purpose of this report

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

2. Information

Macroeconomy

2.1. **The Bank of England released new forecasts in May, which show the challenges the UK economy faces.** The headlines are:

- Total real household disposable income is set to fall by 1.75% across 2022, one of the largest contractions since the 1960s.
- CPI inflation is expected to peak above 10% in Q4 2022, reflecting the increase in the energy price cap.
- Growth is expected to decline in Q4 2022 as household consumption falls due to budget pressures. Growth is then expected to return, but to remain sluggish for the next three years.
- Interest rates look set to continue increasing to at least 2%.

- 2.2. **CPI inflation rose by 9% in the 12 months to April 2022.** The 12-month inflation rate for electricity was 53.5% and 95.5% for gas. Average petrol prices have increased by approximately 35p a litre and diesel prices have increased by 45p a litre, compared to April 2021. Between April 2020 and 2022, restaurant and cafe prices have increased by 8.4%. This is due to a combination of increased demand, due to lifted restrictions, but also the increasing of VAT from 5% to 20%.

- 2.3. **Input prices for manufacturers increased by 18.6% in the 12 months to April 2022.** This is the highest increase since records began. The energy price cap does not apply to businesses, so many have seen their energy costs double over the last 12 months. Food manufacturers have faced a particular challenge

with imported food materials increasing in price by 15.6%, with wheat prices having doubled over the last 12 months. Across West Yorkshire, there are 5,580 manufacturers, 285 of which manufacture food products. Cash flow in these businesses will be under significant pressure. The upcoming Chambers Quarterly Economic Survey research will highlight the ongoing pressures that businesses are facing across the region.

Businesses

- 2.4. **Business start-up rates have shown increased growth in Q1 2022.** 3,107 businesses were started in West Yorkshire in Q1 2022, up from 2,777 in Q4 2021. 36% of these businesses are in Leeds, 24% in Bradford, 20% in Kirklees, 12% in Wakefield and 8% in Calderdale. Start-up rates had been declining since peaking in Q1 2021 as the labour market settled and government programmes were reduced/removed. The increase in Q1 2022 could be due to the ongoing cost of living crisis leading to people looking at extra ways to make money to support their household. This is quite common when there is an economic shock.
- 2.5. **Business liquidations have ticked up but remain flat relative to pre-Covid figures.** The four-week moving average for business liquidations up to 15 March 2022 was 284. That figure is now 377 in the four weeks to 19 April 2022. This upward spike is seen across the country. In the four-weeks to 19 April 2022, liquidations averaged 158 in Leeds, 82 in Bradford, 74 in Kirklees, 41 in Wakefield and 23 in Calderdale. As interest rates increase, it is likely that more businesses will liquidate, as it is an extra cost of business on top of the large increases in input costs that many businesses are dealing with.
- 2.6. **Equity deals across West Yorkshire have grown since 2021.** There were 34 equity deals in Q1 2022, compared with 28 in Q1 2021 and 26 in Q4 2021. £80m of investment was made into West Yorkshire businesses in Q1 2022, compared with £69m in Q4 2021 and £28m in Q1 2021. 67% of all equity deals in West Yorkshire since the pandemic began have been to Leeds-based businesses, with 11% going to Bradford, 8% to Kirklees, 7% to Calderdale and 7% to Wakefield.

Labour market

- 2.7. **The region continues to perform well on employment metrics.** Between January 2022 and April 2022, the number of employees in West Yorkshire increased by 1% from 995,444 to 1,005,887. Employment levels are now 3% above pre-pandemic levels, a difference of 26,642 employees. Since January 2022, Leeds has seen the greatest increase in employees (+1.4%), followed by Bradford (+1.1%), Wakefield (+0.9%), Calderdale (+0.6%) and Kirklees (+0.6%).
- 2.8. **Median pay levels have increased, but not as quickly as inflation.** Between April 2021 and April 2022, median pay levels in West Yorkshire increased from £1,846 to £1,938 per month (+5%). Wakefield experienced the largest increase in median pay (+5.9%), followed by Bradford (+4.9%), Calderdale (+4.9%), Kirklees (+4.9%) and Leeds (+4.4%). Pay levels lagging inflation has been

compounded by the increase in National Insurance Contributions. This pressure on earnings is why the Bank of England is expecting growth to slow, as households cut back on non-essential spending.

- 2.9. **Out-of-work benefit claimants have declined in number.** Between January 2022 and April 2022, the out-of-work claimant count declined by 4% from 76,945 to 74,160. The claimant count is still 31% higher than pre-pandemic levels, in part due to the ongoing cost of living crisis and reduced earnings during the pandemic which put pressure on households. Since January 2022, the claimant count has declined most in Wakefield (-7%), followed by Calderdale (-6%), Leeds (-4%), Kirklees (-4%) and Bradford (-2%).
- 2.10. **In-work benefit claims have continued to increase.** Between January 2022 and March 2022, in-work Universal Credit claims increased by 1% from 85,617 to 86,139. In-work claims are up over 125% since before the pandemic. Only Wakefield experienced a decline in-work Universal Credit claims since January 2022. Claims went up by 3% in Calderdale, 1% in Kirklees, 1% in Leeds and 0.3% in Bradford. Whilst it is good that the labour market has tightened, the next step is making sure that the jobs pay well enough, so that in-work benefit claims reduce in number.
- 2.11. **Online vacancies declined across all local authorities.** Between March and April 2022, all five local authorities in West Yorkshire experienced a decline in online job postings. In Calderdale and Leeds, vacancies fell by 27%, in Wakefield they declined by 4% and in Bradford and Kirklees, they declined by 1%. The hospitality sector experienced the sharpest decline with online job postings falling by 30%. Manufacturing also experienced a sharp decline with 29% fewer online vacancies in April, compared with March.

Footfall

- 2.12. West Yorkshire Combined Authority has been working with Citi Logik to analyse footfall trends across 13 zones within the region. The data provided will cover periods which include Covid-related restrictions, as well as after restrictions were lifted. Alongside journey numbers, the data will cover journey times, distance travelled and travel purpose.
- 2.13. Monthly journey numbers in December 2021 were 31% greater than they were in March 2021 (7.1m vs 5.4m). Monthly home-work, work-home journeys were 11% higher in December, compared with March (863k vs 780k). Journey numbers declined from September to December, which could be explained by seasonal effects or concerns over the Omicron Variant. Overall visits declined between September and December from 7.4m to 7.1m and home-work, work-home visits declined from 950k to 863k.
- 2.14. The footfall data shows different levels of recovery and resilience across West Yorkshire. Below is a table showing how monthly footfall levels changed across seven locations with March 2021 as the baseline.

	March	June	September	December
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Crown Point	100	143	176	101
White Rose	100	190	182	219
Bradford	100	129	123	110
Halifax	100	109	114	113
Huddersfield	100	128	126	124
Leeds	100	180	206	192
Wakefield	100	118	124	118

Conclusion

- 2.15. The economy is going through a particularly challenging patch, with many potential risks. Inflation has been increasing at a quick rate, forcing the Bank of England to raise interest rates, with some members of the Monetary Policy Committee pushing for an increased pace in rate hikes. Businesses across both the production and service sectors are dealing with cost pressures, and households are finding their budgets squeezed which will likely put downward pressure on overall demand in the economy. Those on the lowest incomes are set to be hit hardest due to inflation being considerably higher than benefit increases, and inflation being highest in goods that need to be bought (such as food).
- 2.16. For regular updates on the Covid situation and available economic data, the Research & Intelligence Team publish a regular monitor and dashboard, which can be found [here](#).

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

- 4.1. According to research by the Institute for Fiscal Studies, inflation for the poorest 10% of households is 10.9%, whilst state benefits increased by 3.1% in April 2022. One of the main drivers of this inflation is energy prices, which have increased most for those on pre-payment meters, who are more likely to be poorer households. Fuel poverty in West Yorkshire is already above the national average, so this could widen that gap.
- 4.2. Another item that has put pressure on inflation is the increasing cost of food. Wheat prices have increased significantly, which has caused prices to increase. There are also ongoing supply chain problems, which have contributed to price increases for food. In January 2021, research was done by the University of Sheffield which showed the level of potential food poverty (these figures will likely be worse now). In Bradford, Calderdale and Kirklees, 12% of people were worried about having enough food. 10% of people in Wakefield thought this, and 8% in Leeds.
- 4.3. Whilst it is good news that equity deals are increasing in the region, it is important that businesses outside of Leeds can access this type of finance.

Equity finance is a very useful tool for high growth potential companies to grow. These companies often provide high quality jobs, which are incredibly important with the ongoing cost of living crisis.

5. Equality and Diversity Implications

- 5.1. National data shows that there has been an increase in the likelihood of over 50s becoming economically inactive throughout the pandemic. Reasons for becoming economically inactive were wide-ranging from retiring early to needing to take up additional caring responsibilities. There is a risk that this economic inactivity will remain putting additional pressure on the cost of living for this age group, especially those on fixed incomes.

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 West Yorkshire economy and how it relates to ongoing or future work plans.

11. Background Documents

Covid-19 Economic & Transport Recovery Monitor

12. Appendices

None.

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

Date: 15 June 2022

Subject: **Committee Update Report**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: James Young, Governance Services Team Leader

1 Purpose of this report

- 1.1 To provide the LEP Board with a brief update from the six Thematic Committees at the West Yorkshire Combined Authority. Any substantial items from the committees will be brought to the LEP Board as separate agenda items for comment and feedback.

2 Information

Thematic Committee Updates

2.1 Business, Economy and Innovation Committee

- 2.1.1 No meeting of this committee has taken place since the last LEP Board meeting.

2.2 Climate, Energy and Environment Committee

- 2.2.1 No meeting of this committee has taken place since the last LEP Board meeting.

2.3 Culture, Arts and Creative Industries

- 2.3.1 No meeting of this committee has taken place since the last LEP Board meeting.

2.4 Employment and Skills Committee

- 2.4.1 No meeting of this committee has taken place since the last LEP Board meeting.

2.5 Place, Regeneration and Housing Committee

- 2.5.1 **Design Quality.** The committee was updated on the urban design support programme being delivered by the Combined Authority. The urban design

support programme was set up in 2019 to address a gap in the Combined Authority's and the wider region's capacity on design. The programme was funded using an allocation of £180,000 from what was then the Ministry of Housing, Communities and Local Government.

It is the ambition of the new Urban design Support Programme to ensure that the CA's projects and programmes are well-designed and that our districts are supported to enable good design.

2.5.2 Future monitoring indicators and reporting arrangements to support the work of the Place Committee. Under proposals submitted to the Combined Authority in December 2021 it was agreed that a new approach to reporting would be adopted. A key part of this involves the development of a set of socio-economic indicators for each of the seven portfolio committees of the Combined Authority, including the Place, Regeneration and Housing Committee. Each committee will be consulted on a set of indicators relevant to its remit and receive regular reporting against these indicators, with this topic becoming a standard item on the Committee's agenda.

2.5.3 Capital Spending and Project Approvals. The Committee approved the progression of two schemes through the Combined Authority's Assurance Framework:

<p>Scheme: A62 to Cooper Bridge Corridor Improvement Scheme</p> <p>Location: Kirklees</p>	<p>Approval to proceed through decision point 3 (OBC) and work commences on activity 4 (FBC).</p> <p>Total value of the scheme - £75,100,000</p> <p>Total value of Combined Authority funding - £69,300,000</p> <p>Funding recommendation sought - £3,958,000</p> <p>A decision by the Place, Regeneration and Housing Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
<p>Scheme: York Central Access</p> <p>Location: York</p>	<p>Approval to proceed through decision point 5 (FBC+) and work commences on activity 5 (Delivery), subject to the conditions set by PAT.</p> <p>Total value of the scheme - £155,737,000</p> <p>Total value of Combined Authority funding - £24,447,000</p> <p>Funding recommendation sought - £20,269,110</p>

2.6 Transport Committee

2.6.1 The Transport Committee met on 27 May 2022 to:

2.6.2 Review and endorse plans for the £70m indicative funding from Government for the Bus Service Improvement Plans and endorsed the proposal to deliver these initiatives through an Enhanced Partnership.

2.6.3 Consider an update on bus funding and progress with a review of the sustainability of the bus network following the end of Government funding later in the year.

2.6.4 Review and approve the arrangements to commission an assessment of the case for bus franchising.

2.6.5 Approve the submission of a bid to the Government's Local Electric Vehicle Infrastructure Pilot Scheme for electric vehicle charging equipment in locations without off street parking.

3 Tackling the Climate Emergency Implications

3.1 There are no climate emergency implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

4 Inclusive Growth Implications

4.1 There are no inclusive growth implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

5 Equality and Diversity Implications

5.1 There are no equality and diversity implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

6 Financial Implications

6.1 There are no financial implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

7 Legal Implications

7.1 There are no legal implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

8 Staffing Implications

8.1 There are no staffing implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

9 External Consultees

9.1 No external consultations have been undertaken.

10 Recommendations

10.1 That the LEP Board notes the updates from the Thematic Committees

11 Background Documents

11.1 There are no background documents referenced in this report.

12 Appendices

12.1 None.



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 17 MARCH 2022 AT WELLINGTON HOUSE,
LEEDS**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Sir Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Debbie Davies (Substitute)	Bradford Council
Councillor Tim Swift MBE	Calderdale Council
Councillor Andrew Waller	City of York Council
Councillor Kim Groves	Leeds City Council

In attendance:

Ben Still	West Yorkshire Combined Authority
Alexander Clarke	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Lindsey Daniels	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Amanda Potter	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Amanda Rumbelow	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Philip Witcherley	West Yorkshire Combined Authority
Dominic Martin	West Yorkshire Combined Authority

88. Chair's Opening Remarks

The Chair opened the meeting, noting the return to Wellington House as a regular venue for Committee meetings.

The Chair led tributes to Combined Authority member Sir Roger Marsh ahead of his resignation after nine years as Chair of the Leeds Enterprise Partnership. Members expressed thanks to Sir Roger for his leadership and expert knowledge which has been pivotal in securing the devolution deal, attracting more private investment into the region, and championing the

region on a multitude of fronts nationally and internationally. Members noted that through working with local leaders and partners Sir Roger has led one of the most diverse and outstanding LEPs in the country, and has made an extremely positive impact to the lives of people in West Yorkshire.

Sir Roger expressed his thanks to the Combined Authority members, leaders, councillors, and staff he has worked with during his tenure as LEP Chair, and expressed his intent to continue promoting the region, and wished the LEP and Combined Authority members well for their future work.

89. Apologies for Absence

Apologies were received from Cllr Lawson, Cllr Jeffery, Cllr Poulsen, Cllr Robinson, Cllr Pandor, Cllr Scott, and Cllr Carter.

90. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by Members during the meeting.

91. Exempt Information - Possible Exclusion of the Press and Public

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

92. Minutes of the Meeting of the Combined Authority held on 3 February 2022

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 3 February 2022 be approved.

93. West Yorkshire Trade Strategy

The Combined Authority considered the West Yorkshire Trade Strategy, which sets out the Combined Authority's mission to provide access for small to medium-sized businesses to international markets. The Strategy is the region's response to the UK export strategy 'Made in the UK, Sold to the World' that was published in November 2021, and recognises that West Yorkshire has a diversity of world-leading manufacturing and service businesses which offer fantastic opportunities for quality jobs, productivity and innovation that will increase living standards for people in the region. The strategy will be adopted within the Strategic Economic Framework and sets out how the region can contribute to the Global Britain agenda for post-pandemic recovery.

Officers noted that the strategy examines the challenges and opportunities; identifies key sectors and markets especially where there are existing free trade agreements or where agreements are in development; and addresses how to increase access to those opportunities. The strategy sets out the direction of travel for the region, and was developed in partnership with public and private sector organisations including the Department of International Trade, Chambers of Commerce, and regional universities, among others.

The Combined Authority is consulting with Leeds business school to establish metrics to track delivery of the strategy, and progress will be reported to the Business, Economy and Innovation Committee.

It was questioned how, considering recent global events, trade deals would be avoided with businesses that could be perceived as unethical. Officers responded that due diligence is carried out for all potential partnerships and most of the partnerships within the Trade Strategy are with organisations in the region that are already known. Due diligence for any new partnerships is not specifically mentioned as a part of the strategy, however it would always be undertaken and can be added to the strategy to provide reassurance.

Resolved: That the Combined Authority approves the priorities and approach set out by the West Yorkshire Trade Strategy and that the Combined Authority adopts it as part of the Strategic Economic Framework, subject to the consideration of ethical concerns being added to the report as was discussed.

94. Bus Enhanced Partnership Plan and Scheme

Combined Authority members considered the final version of the Bus Enhanced Partnership Plan and Scheme. The Enhanced Partnership Plan has been developed in partnership with operators and districts, and will benefit residents in the region with the potential to accelerate the transition to cleaner vehicles and contributing to net zero carbon ambitions.

Since presenting the draft plan to the Combined Authority meeting in December, there has been further positive consultation and continued assessment of a proposed franchising scheme for which further updates will be provided. The Combined Authority is still waiting upon the Government to inform how much funding will be received in respect to its Bus Service Improvement Plan bid.

The Chair expressed thanks to Cllr Kim Groves for her hard work on this project as well as many other transport projects in Leeds and West Yorkshire throughout her time as a councillor and Chair and Deputy Chair of the Transport Committee. Cllr Groves thanked the members as well as the leaders, officers, operators, and staff she has worked with.

Resolved: That the Combined Authority:

- a) approves the content of the final EP Plan and Scheme.
- b) approves the publication of the Notice of Intent to 'make' an EP Plan and Scheme.

95. AEB: Strategy and Delegations Amendments

The Combined Authority members considered an update on the delivery of the devolved Adult Education Budget so far, including a breakdown of the reach into disadvantaged communities and diverse groups. Approximately 30,000 learners have already benefitted from programmes delivered by 38

providers across a variety of disciplines. At present, those earning the national minimum wage qualify for free training through the AEB, and it is proposed to increase the low wage threshold to align with the real living wage which will widen the eligibility to access training.

Members welcomed the change to the eligibility threshold which will positively impact many more people. Members commended the fact that 72% of those who have accessed training so far come from disadvantaged areas. It was noted that the decision is possible only as a result of devolution, and thanks were passed to the officer team for their work.

Members highlighted the importance of the changes concerning the Employment and Skills Committee to monitor and review the strategy, as well as to hold discussions and recommend necessary changes with as few barriers as possible.

Resolved: That the Combined Authority:

- a) approves a revision to the WY AEB Strategy to include a 3% tolerance to be applied to underspend for Grant providers.
- b) approves a revision to the WY AEB Strategy and Funding Rules, defining 'low wage' to be 'earning below the Real Living Wage'.
- c) approves the revised table of delegations at Appendix 1 of the submitted report.

96. Levelling Up white paper

Combined Authority members noted the report which provided a summary of the Government's Levelling Up White Paper, published on 2 February 2022. It was noted that the secretary of state Michael Gove has committed to levelling up, but that a whole government approach is required. It is hoped that the Mayor and Michael Gove can arrange a meeting to discuss the issue further as schedules allow.

The White Paper announces 20 town and city centres due to benefit from regeneration programmes, with only Sheffield and Wolverhampton announced so far. It is hoped that Bradford will be included as one of the other 18.

Resolved: That members note the contents of the paper and the opportunities for West Yorkshire, including:

- a) the opportunity for West Yorkshire to be next in line as an area for an Innovation Accelerator as detailed in para 2.10 of the submitted report.
- b) the opportunity and expectation that, at a minimum for West Yorkshire, Bradford may be included as one of the 20 places identified as a priority for regeneration, as detailed in para 2.11 of the submitted report.

97. Business planning and Corporate Objectives

The Combined Authority considered the progress on business planning and the review of corporate priorities. The plans have been updated since the February Combined Authority meeting to further embed principles of equality, diversity, and inclusion from the beginning of the new financial year.

The Corporate Objectives have been revised to fit the expanded remit of the organisation brought with devolution. Following extensive consultation with staff, seven new key objectives are brought in to align with the work of the Combined Authority, the 10 mayoral pledges, and the revised committee structure.

Resolved: That the Combined Authority:

- a) approves the 2022/23 business plans.
- b) endorses the revised corporate objectives and cross cutting aims.

98. Capacity - Transport and the Economy

The Combined Authority considered a report outlining the response to the increases in responsibilities, funding, and expansions that have arisen since the devolution deal. To accommodate this growth, it is proposed to reallocate the functions of the existing Policy and Development directorate into two separate directorates - one for transport and the other for economy. This will increase the overall senior officer capacity and increase director capacity.

The work will be completed in two phases, first by splitting the current post of 'Policy and Development Director' into two posts. The second phase will consider the structure at the top of the organisation and assess the need for revision of the line management structure to meet the new demands of the organisation. Officers clarified that the proposed approval so far only concerns the first phase of recasting of one Policy and Development director post into two posts as outlined.

Members noted that it is evident that some teams are becoming stretched due to the extra work that has arisen since becoming a mayoral combined authority. In comparison with the structure other MCAs, members suggested that not only are more directors required but more teams to support them. District partners have also lost staff over these past ten years, and though the teams are more than capable of coping, more support is required.

Members highlighted potential challenges to overcome regarding finding the balance between the number of staff currently required and the capacity to handle future demand. Staff capability and training can increase output without the need to drastically increase staff numbers. It was recognised that staff are stretched by taking on extra work and covering for colleagues that have left their roles, and thanks were expressed to them for their hard work.

It was raised that the sector is less highly paid than other elements of the public sector or private sector, but the available resources should be used as effectively as possible.

It was noted that it will take time to develop new staff and structures, and there should be incentives to joining the authority not only terms of pay but also career development.

Resolved: That the Combined Authority:

- a) approves the removal of the 'Director of Policy and Development' post.
- b) approves the creation of two new Director posts – initially titled 'Director of Transport Policy and Development' and 'Director of Economic Policy and Development'.
- c) approves delegating the recruitment and appointment to the Managing Director in consultation with the Mayor and a panel of Leaders and LEP Board private sector members.
- d) notes the further steps set out under 'Proposed next steps' in the submitted report.

99. Capital Spending and Project Approvals

Combined Authority members were presented with an update on seven current schemes for approval to progress through the assurance process, plus two additional recommendations were included relating to York Central and the Contribution to Capital Programme Update March 2022.

City Region Sustainable Transport Settlement (CRSTS) Capacity Funding

This will support the development of the pipeline of future schemes and the development of the CRSTS programme itself, increasing capacity and skills within the Combined Authority and partner councils.

Gainshare Capacity Funding

Officers explained the proposal to draw down £11.4m of funding to increase the capacity for the Combined Authority and partner authorities to develop pipelines for our investment priorities over the next three years. The support will benefit frontline specialist teams or individuals, with the option to source external consultancy if needed.

CRSTS Programme

Officers informed the members that the Combined Authority is currently waiting on receiving £830m of funding from a Department for Transport announcement in Autumn 2021. The funding will support transport improvements, walking and cycling improvements, public transport, accessibility, safety initiatives, and ensuring that national and regional priorities are met. Each project is a sub-programme within the wider CRSTS programme, and it is proposed to release the first tranche of the funding subject to funding confirmation in March, with delivery to begin in April.

There are multiple funding pots comprising the CRSTS including the Transforming Cities Fund, Mass Transit, Highways Maintenance, Network Management, and Safer Roads, which were previously separate. Because the Highways Maintenance budget is delivered on a rolling programme, it is proposed to approve the first six months of spend to allow projects to keep moving, amounting to £63.5 million, subject to confirmation of funding.

Members questioned the difference between the total value of the programme and the value of the DfT funding and suggested that any decision should be subject to receiving confirmation of the funding to ensure there are no gaps in delivery. Officers confirmed that the total value is £1.2 billion with match funding, which will come from a variety of sources and will be carefully monitored to ensure delivery.

Members asked for confirmation that all authorities in the region will benefit from new highways funding. Officers confirmed that there has been an uplift in funding for highways maintenance.

Members pointed out that £430m of the funding has already been announced as part of other schemes. Officers confirmed that some schemes were already a part of the Transforming Cities programme, though approximately 33 of the 61 schemes are new, as well as a new sustainable transport programme. A list of all projects is currently being drafted alongside partners.

Transformational - West Yorkshire Mass Transit

Officers noted this is the second largest element of CRSTS, with some £200m allocated in principle for mass transit in West Yorkshire. There is some existing development funding through the transformational funding and transport fund that has supported the mass transit work so far. The proposal is to move to the business outline case, which will require more work with external partners to consider options. Out of a potential £200m pot, £31m is proposed for release subject to the final letter confirmation from the DfT.

Members thanked the staff who have contributed so much time to the project, especially considering the small size of the team in West Yorkshire.

Leeds Public E-Bike Share

Officers explained this scheme was initially a part of the Transforming Cities Fund, arising following a request from partners to propose projects relating

to clean growth. The project is now presented as a strategic outline case and is seeking contribution of £2 million towards a total of £2.4 million. The scheme will deliver 630 E-bikes and 140 hubs, and presents the opportunity to encourage wider E-bikes use. There is a desire to introduce similar schemes across other areas in West Yorkshire.

Questions were raised about the accessibility of the project, officers responded that conversations are being had with sponsors as the full business case is developed.

Business Productivity Programme

Officers explained that the scheme aims to boost small and medium sized businesses productivity by providing them with advisory support and grants. This will build upon the success of the Business Growth Programme, which was popular enough to have spent all of the previous funding. The proposal is to focus the programme on productivity for one year, to then bid for future funding in due course.

Members noted the success of previous schemes targeting improving productivity, and highlighted the benefits of creating jobs that are skilled and well-paid which in turn boosts outputs for business across the region. Members further noted the evidence that businesses which export are 25% more productive, and the potential links with the Trade Strategy.

Skills Bootcamps

Members were informed that the Combined Authority has been successful in securing £3.7 million of funding from the Department for Education to progress Skills Bootcamps. The project offers intensive flexible training courses that last 16 weeks, and will allow adults to access high quality training at level 3 and above. Courses will be offered in sectors where there are skills shortages such as digital and the green economy among others. The scheme targets the improvement of skills for 1000 individuals, and approval would allow the scheme to move into delivery.

York Central

Officers explained the scheme proposes up to £99.5 million of housing and commercial developments on land adjacent to the York Railway Station. The Combined Authority is contributing £23.5 million to the project through the West Yorkshire Transport Fund. This had previously been approved but recommended to return to the Combined Authority following changes. It is requested that the final approval to this scheme is delegated to the Place, Regeneration and Housing Committee due to the expediency required for delivery.

Members raised the benefits of the project which will not be limited to just the area around York station.

Contribution to Capital Programme Update March 2022

Officers noted that the Levelling Up White Paper announced a further award of £22.2 million to West Yorkshire Combined Authority for the Brownfield Housing Fund. Members are asked to note a call for projects is currently live, and were encouraged to publicise the call to any partners who can put forward an eligible bid.

Members raised frustrations that the funding has similar restrictions to the previous Brownfield Housing Fund, but welcomed the opportunity for innovative projects that reach out to their communities.

Resolved:

- a) That in respect of CRSTS Capacity Funding, the Combined Authority approves that:
 - i) the CRSTS Capacity Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
 - ii) indicative approval is given to the Combined Authority's contribution of £7,400,000. The total scheme value is £7,400,000.
 - iii) approval to £2,756,411 for tranche 2 (of 3) is given, allocated as detailed in Appendix 2 of the submitted report, bringing the total approval to £5,756,411.
 - iv) the Combined Authority enters into a Funding Agreement with each of the councils for expenditure as detailed in Appendix 2 of the submitted report.
 - v) changes to allocations in iii) and iv) above are delegated to the Senior Responsible Officer (Interim Director of Policy and Development) of the CRSTS programme.
 - vi) future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- b) That in respect of Gainshare Capacity Funding, the Combined Authority approves that:
 - i) the Gainshare Capacity Funding scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).

- ii) approval to the total scheme value of £11,400,000 is given, allocated as detailed in Appendix 4 of the submitted report.
 - iii) the Combined Authority enters into a Funding Agreement with each of the councils for expenditure of up to £1,890,000.
 - iv) future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- c) That in respect of the CRSTS Programme, the Combined Authority approves that, subject to the successful outcome of the bid to DfT:
- i) the City Region Sustainable Transport Settlement (CRSTS) programme proceeds through decision point 2 (strategic outline case) and work commences on development of the relevant business case for each individual scheme.
 - ii) an indicative approval to the total programme value of £830,000,000 is given. The total programme cost is £1,231,994,853.
 - iii) approval of development and delivery costs of up to £63,455,916 for business case development and programme management costs is given as follows:
 - Up to £30,311,916 for monitoring and evaluation, communications, consultation and engagement and Combined Authority programme management.
 - Development costs of up to £3,000,000 to enable delivery partners to develop scheme business cases.
 - Delivery and development costs of up to £30,144,000 for the development of strategic outline cases and quarter 1 and quarter 2 costs for the Highways Asset Management, Network Management and Safer Roads programme.
 - iv) approval is given for the delegation of authority to the Combined Authority's Director of Delivery, following a recommendation from the Programme Appraisal Team, to approve requests for business case development costs, in accordance with the Assurance Framework.

- v) approval is given for the delegation of authority to the Combined Authority's Managing Director, following a recommendation from the Programme Appraisal Team, to approve the behaviour change programme proceeding into delivery in accordance with the Assurance Framework from the indicative allocation of £10,550,000.
- vi) in order to ensure that schemes can be delivered within the tight timescales, the Combined Authority delegates authority to the Managing Director to amend the approval and allocation of CRSTS if the DfT award differs from £830,000,000, or if further changes to individual allocations is required, as a result of changes to the programme and approaches to delivery.
- vii) The Combined Authority enters into Funding Agreements with partners councils for expenditure, for the Highways Asset Management, Network Management and Safer Roads programme, up to the amounts shown below:
- Bradford £6,486,308
 - Calderdale £3,846,476
 - Kirklees £6,161,288
 - Leeds £9,281,288
 - Wakefield £4,368,640
- viii) Future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and any change requests are delegated to the Transport Committee, which will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- d) That in respect of Transformational - West Yorkshire Mass Transit, the Combined Authority, subject to the conditions set by Programme Appraisal Team:
- i) approves the West Yorkshire Mass Transit Programme proceeds through Decision Point 2 and work commences on Activity 3 (outline business case) for the Programme Integration Business Case and on Activity 2 (strategic outline case) for the four phased corridor projects within the programme.
 - ii) endorses the proposed Mass Transit Programme scope, ambition and network and the approach to phase development of projects within the overall programme.

- iii) notes that future assurance of any Mass Transit business case will be “called in” by central government.
- iv) indicatively approves £200,000,000 (subject to grant determination letter from government) to develop the West Yorkshire Mass Transit programme. Total scheme value is to be determined.
- v) approves development costs of £31,887,500 in order to progress each of the four phased project business cases to Decision Point 2 (strategic outline case), and the Programme Integration Business Case to Decision Point 3 (subject to Grant Determination letter from Government). This would take the total project approval to £33,928,500.
- vi) approves that future approvals are made in accordance with the Approval Pathways and Approval Routes outlined in the submitted report and where required any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

Conditions for approval of Activity 2 (SOC) for the Programme Integration Business Case:

- vii) Provide full details of the optioneering and options appraisal methodology, including clearly defined critical success factor development and use, criteria on technology and route options, low-cost options considered and first phase option criteria and include how approval was managed at each stage.
 - viii) Provide information on cost benchmarking exercise.
 - ix) Provide stated Data Protection Impact Assessments.
- e) That in respect of Leeds Public E-Bike Share, the Combined Authority approves that:
- i) the Leeds Public E-Bike Share Scheme proceeds through decision point 2 (strategic outline case) and work commences on Activity 4 (full business case).
 - ii) an indicative approval to the Combined Authority’s contribution of £2,000,000. The total scheme value is £2,394,178.
 - iii) future approvals are made in accordance with the assurance pathway and approval route outlined in the

submitted report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- f) That in respect of the Business Productivity Programme, the Combined Authority approves that:
 - i) the Business Productivity Programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
 - ii) approval to the Combined Authority's contribution of £4,500,000 is given.
 - iii) future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- g) That in respect of Skills Bootcamps, the Combined Authority approves that, subject to confirmation that DfE funding has been secured and the amount awarded:
 - i) the Skills Bootcamps scheme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
 - ii) approval is given to accept and spend up to £3,689,000 from the Department for Education bid, subject to the successful outcome of the bid. The total scheme value is £3,689,000.
 - iii) future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required, any change requests are delegated to the Employment and Skills Committee. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- h) That in respect of York Central, in order for schemes to be delivered within tight timescales, the Combined Authority approves:
 - i) the delegation of authority to the Place, Regeneration and Housing Committee, to approve the York Central scheme in accordance with the

Assurance Framework (Full Business Case with finalised costs), so that delivery can commence in line with delivery timeframes.

- i) That in respect of the Contribution to Capital Programme Update – March 2022, the Combined Authority notes the release of the further Call for Projects for the Brownfield Housing Fund.

100. Future of the LEP following the LUWP

Members noted that since its formation that LEP has had a positive impact on the region, and is regarded as a leading example of how LEPs should operate. There are benefits to the partnership between the public and private sectors contributing to decision-making and helping to shape the region's economy.

Officers confirmed that the Levelling Up White Paper sets out the government's position in calling for the LEPs across England to be retained, and further calls for LEP integration in Mayoral Combined Authorities. The government intend a successor for growth deals to be run through the Combined Authorities rather than through LEPs. This means LEPs will lose their programme funding, but will retain their role in strategy, championing sector strengths, and as a voice for business. The Leeds LEP already has a strong public-private partnership, and the paper presents an opportunity to further strengthen these links.

The report also sets out the implications for a future LEP Chair, including the appointment, the time commitment, and remuneration

Resolved: That the Combined Authority:

- a) notes the content of the paper and the proposed future arrangements for the LEP.
- b) has considered and agrees the next steps set out in para 2.14-2.16 of the submitted report.

101. Supporting Cultural Festivals in West Yorkshire

Officers confirmed that a version of this report was supported at the Culture, Arts and Creative Industries Committee meeting held on 16 March 2022. Culture, sports, and creative industries play a vital role in creating an inclusive economic recovery, with festivals offering inclusive activity and providing cultural opportunities for all while promoting the region to a national and international audience.

Upcoming festivals include Leeds 2023 year of culture, the Kirklees Year of Music 2023, and the Bradford Literature festival 2022. The festivals are currently seeking approval in principle, subject to a business case which will be presented at the June 2022 Combined Authority meeting. The Bradford

Literature Festival requires faster approval due to the shorter timescale involved, and so the decision will be delegated to the April meeting of the Finance, Resources and Corporate Committee.

Officers explained that any investment related to cultural festivals will be tied to specific events that align with current investment priorities and provide a clear cultural output. All festivals will be subject to a robust assurance process which is currently underway, and all investments will be subject to evaluation. The festivals will aim to benefit the whole region, rather than just the area within which it is held.

Members raised a point regarding the distinction between a 'Year of' event and an annual event, and that there should be no suggestion that annual events will repeatedly receive funding. Officers confirmed the distinction is already clarified within the framework and emphasised the need to ensure value for money wherever possible.

Resolved: That the Combined Authority:

- a) provides comments and input to the development of principles for investment in Cultural Festivals.
- b) indicatively approves up to £2.45 million in funding from the Single Investment Fund to Leeds (a range of £1.3m to £1.5m) and Kirklees (a range of £750,000 to £850,000) to support funding Leeds 2023 and Kirklees 2023 as outlined in the submitted report. This will be subject to approval through the Combined Authority's Assurance Framework.
- c) indicatively approves up to £250,000 funding from the Single Investment Fund to Bradford Literature Festival to support the festival in 2022. This will be subject to approval through the Combined Authority's Assurance Framework.
- d) approves that, given the Bradford Literature Festival in 2022 will take place before the next Combined Authority meeting, full approval for this scheme to pass through the assurance process be delegated to the Finance, Resources and Corporate Committee, totalling no more than £250,000.

102. Transport Committee Review

The Combined Authority considered the report regarding changes to the Transport Committee. Since the agreement made in principle at the previous Combined Authority meeting, an Independent Remuneration Panel has considered the allowances to be paid for the new member roles. The Panel has suggested considering indexing of the allowances, which can be raised at a later meeting. Once approved, the changes will apply following the Annual Meeting in June.

Resolved: That the Combined Authority:

- a) approves the following to be of effect from the Annual Meeting on 23 June 2022:
- The membership framework set out at Appendix 1 of the submitted report.
 - The role profiles set out at Appendix 2 of the submitted report.
 - The proposed Transport Committee terms of reference set out at Appendix 3 of the submitted report.
 - Removal of District Consultation Sub-Committees as sub-committees of Transport Committee
- b) Has considered the report and recommendations of the Independent Remuneration Panel in relation to remuneration for qualifying future roles on Transport Committee (Appendix 4 of the submitted report) and determines the level of remuneration to be of effect following the Annual Meeting for the municipal year 2022/23.
- c) notes the proposal to consider indexation of allowances for co-opted members of Combined Authority committees at a future meeting.

103. 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.