

## **CULTURE, HERITAGE AND SPORT COMMITTEE**

**MEETING TO BE HELD AT 3.00 PM ON THURSDAY, 26 JANUARY 2023  
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON  
STREET, LEEDS, LS1 2DE**

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

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- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 28 OCTOBER**  
(Pages 1 - 4)
- 5. CHAIR'S UPDATE**
- 6. ECONOMIC AND SECTOR REPORTING**  
(Pages 5 - 26)
- 7. EAST BIERLEY COMMUNITY SPORTS ASSOCIATION  
PRESENTATION - KEEPING OUR WHOLE COMMUNITY  
ACTIVE**
- 8. BRADFORD YEAR OF CULTURE PRESENTATION**
- 9. WEST YORKSHIRE PLAN**  
(Pages 27 - 40)

**10. CULTURE, HERITAGE, AND SPORT - SKILLS AND BUSINESS SUPPORT DELIVERY**

(Pages 41 - 46)

**11. PROJECT APPROVALS**

(Pages 47 - 68)

**For Information**

**12. CREATIVE CATALYST**

(Pages 69 - 74)

**13. DATE OF NEXT MEETING**

The date of the next meeting is 28 March 2023.

**Signed:**

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

**Chief Executive  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
CULTURE, HERITAGE, AND SPORT COMMITTEE  
HELD ON FRIDAY, 28 OCTOBER 2022 AT THE CAYGILL ROOM, THE  
PIECE HALL, BLACKLEDGE, HALIFAX HX1 1RE**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Jenny Lynn	Calderdale Council
Helen Featherstone (Deputy Chair)	Local Enterprise Partnership Board
Nicky Chance-Thompson	The Piece Hall
Nathan Clark	Brudenell Social Club
Boluaji Fagborun	East Bierley Community Sports Association
Amy Foster	Creative Scene
Alan Lane	Slung Low
Deborah Munt	Culture, Wellbeing and Social Impact Developer
Sam Nicholls	Music Local
Kamran Rashid	Impact Hub Bradford
Ben Walmsley	University of Leeds
Catherine Mitchell (Advisory Representative)	Arts Council
Dominic Bascombe (Advisory Representative)	Equity UK
Richard Butterfield (Advisory Representative)	Historic England
Matt Wanstall (Advisory Representative)	Musician's Union
Sam Keighley (Advisory Representative)	Yorkshire Sport Foundation

**In attendance:**

Philip Witcherley	West Yorkshire Combined Authority
Rebecca Collier	West Yorkshire Combined Authority
Peter Glover	West Yorkshire Combined Authority
Jim Hinks	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

**11. Apologies for Absence**

Apologies for absence had been received from Councillor Smalley, Councillor Pryor, Councillor Ferriby, Halima Khan, Leigh-Anne Stradeski, Caroline Cooper Charles, Philippa Childs, and Wieke Eringa.

## **12. Declaration of Disclosable Pecuniary Interests**

In relation to item 8, Sam Nichols declared that he worked for an organisation that provided support to the music sector.

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

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

## **14. Minutes of the Meeting held 21 July 2022**

**Resolved:** That the minutes of the meeting held on 21 July be approved.

## **15. Chair's Update**

The mayor thanked the Piece Hall for hosting the committee and provided an update on events in the cultural sector since the last meeting:

- The 30<sup>th</sup> anniversary of Eureka! And the 15<sup>th</sup> anniversary of the partnership between the University of Leeds and Opera North working on the DARE partnership.
- That Sam Nicholls had been nominated for a Local Hero award by BBC Music Introducing at the AIM awards.
- The appointment of an Executive Director and a Creative Director at Bradford 2025.
- That the National Literacy Trust had been appointed to deliver the West Yorkshire Poet Laureate project.
- That the Combined Authority was unsuccessful in its application to the DCMS Create Growth Programme.

## **16. Economic and Sector Reporting**

Members considered a report that provided the latest economic data for the sector.

The committee discussed the cost of living crisis and its impact on the sector, which threatened participation as consumers had less disposable income. Members expressed concern regarding the adverse impact on the creative offer provided by schools which were vulnerable to being cut to save resources to cover increased energy prices.

Members noted the response to a query raised at the July meeting of the committee regarding the ending of kickstarter funding and the undertaking of an online survey of West Yorkshire businesses.

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

## 17. Calderdale Presentation

Members received a presentation from Calderdale Council on their plans for a year of culture.

The Committee thanked Bobsie Robson for her presentation and welcome the emphasis on a culture to inspire happier and healthier lives. Members discussed the need for social prescribing and to emphasise the link between culture/sport and mental physical wellbeing.

Members noted that Calderdale's sport offer was part of a different strategy but would be aligned closely with the year of culture.

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

## 18. Culture, Heritage, and Sport Framework

Members considered a report which set out the development of the Culture, Heritage, and Sport Framework since the last meeting.

Members were supportive of the framework and emphasised the importance of aligning with the Local Authority cultural offer to strengthen and not duplicate interventions.

The Committee discussed the way in which the framework would enable the Combined Authority to take a strategic longer term approach to culture policy in the region, for example in skills and talent pipeline. Members also discussed the possibility for the Combined Authority to pilot ideas and test interventions that Local Authorities would be unable to do.

Members had a discussion around a suggested approach to the music industry and the best way to target support within the cultural framework in order to build assets and enable a more targeted approach to the sector.

The Culture, Heritage, and Sports Framework would be taken to a future meeting of the Combined Authority for approval and a programme for delivery would be development and brought to a future meeting of the Committee.

**Resolved:** That the Committee notes the update on the Cultural, Heritage and Sport Framework, advises of any final amendments, and approved the Framework for publication.

## 19. Wakefield Presentation

The Committee received a presentation from Wakefield Council on their plan for the year of culture in 2024.

Members thanked Julie Russell from Wakefield Council for the presentation.

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

## **20. Update on Creative Catalyst**

Members considered a report that provided an update on schemes in delivery and development as part of the Creative Catalyst programme.

The Committee noted that Accelerator and Export Labs delivered by Indielab are both in delivery and performing well and that the Mentoring scheme and Creative Collectives were both being finalised

The Creative Industries Showcase document was attached at appendix 1 to the submitted report and contained over 30 case studies to highlight investment and partnership opportunities in the region. The launch was planned for late November and further information would be provided to committee members ahead of the event.

**Resolved:** That the update on the Creative Catalyst programme be noted.

## **21. Date of Next Meeting**

The date of the next meeting is the 26 January 2023



**Report to:** Culture, Heritage and Sport Committee

**Date:** 26 January 2023

**Subject:** **Economic and Sector Reporting**

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

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

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this report

- 1.1 To provide an update on the latest economic data relating to the sector.
- 1.2 To provide a briefing on the Energy Bill Discount Scheme and how it affects the culture, heritage and sports sectors.
- 1.3 To set out evaluation plans for the Culture, Heritage & Sport Framework.

## 2. Information

### Update on economic data

#### 2.1 National economic context

2.2 The latest available data presents a mixed picture for the sector. In summary:

- Employment is holding up in spite of wider economic challenges including rising costs and the sector continues to operate in a tight labour market, although vacancies at national level have fallen back somewhat from their highs in early 2022.
- Average pay continues to grow in nominal terms but this is being offset by high inflation.

- The output of the sector is declining based on quarterly figures, although there was growth in October as activity rebounded following the funeral of Her Majesty Queen Elizabeth II.
- It is clear, however that rising energy costs will have a significant negative impact on the prospects for the sector in terms of profitability and sustainability of organisations, particularly when government support comes to an end next spring.
- The impact of inflation on disposable income is certain to affect engagement with the sector in terms of affordability of ticket prices, audience sizes etc.

#### Output (figure 1 of appendix)

- 2.3 In common with the wider economy both elements of the sector saw output growth between September and October 2022. This follows a decline between August and September associated with the extra bank holiday for the State Funeral of Her Majesty Queen Elizabeth II. In *Arts, entertainment and recreation* output grew by 3.8% in October (figures for this sector are volatile) and by 0.5% in *Information and Communication*. Output across the whole economy grew by 0.6% during the same period.
- 2.4 Looking at the broader picture, output fell for both parts of the sector in the three months to October 2022 compared with the three months to July 2022, by 0.5% and 1.2% respectively, compared with 0.3% across the wider economy.

#### Employment (figure 2)

- 2.5 Seasonally adjusted employment in the *Arts, entertainment and recreation* sector remained broadly flat across England between June 2022 and September 2022, growing by 0.3%. As of September 2022, it remains 29,000 or 3% lower than in March 2020 (pre-pandemic).
- 2.6 Employment in the *Information and Communication* sector grew by 2% (+36,000) between June and September 2022. Employment in the sector was 9% higher in September 2022 than in March 2020.

#### Productivity (figure 3)

- 2.7 According to ONS' flash estimate productivity in *Information and Communication* was 6% higher in Q2 2022 than in Q1 2020 (pre-pandemic) and 14% higher in *Arts, entertainment and recreation*<sup>1</sup>. This compares with growth of 2% across the whole economy for the same period.

#### Pay (figure 4)

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<sup>1</sup> Data for Arts, entertainment and recreation are volatile over time.



- 2.8 At £1,015 per week, average earnings in the *Information and Communication sector* are 71% higher than across the *Whole Economy* (£609), based on figures for October 2022. Average weekly earnings for *Arts, entertainment and recreation* are, at £469, are 23% lower than the *Whole Economy* average.
- 2.9 Average weekly earnings in *Arts, entertainment and recreation* grew strongly, by 10% year-on-year in nominal terms in October 2022 whilst *Information and communication* saw year-on-year earnings growth of 7% in October. The equivalent figure for the wider economy was 6%. To set this latter figure into context the 6% increase for the whole economy in nominal terms equates to a real-terms fall of 2.7% when adjusted for inflation.

#### Vacancies (figures 5 and 6)

- 2.10 According to the ONS Vacancy Survey the number of UK vacancies in the *Arts, entertainment and recreation* sector fell by 20% in the September to November quarter as compared with June to August. This was higher than the reduction across the wider economy of 5%.
- 2.11 Vacancies in *Information and communication* fell by 6% over the same period.
- 2.12 However, the level of vacancies for both *Arts, entertainment and recreation* and *Information and communication* remain high in historic terms. The level of vacancies in the former sector are 95% higher than in September to November 2019, whilst in the latter they are 48% higher.
- 2.13 *Information and Communication* and *Arts, entertainment and recreation* are ranked fifth and eighth respectively in terms of the sectors with the highest ratio of vacancies to jobs. These ratios have declined from their peaks in early 2022, reflecting the softening in recruitment demand.
- 2.14 Data from online job postings allows us to assess the vacancy situation in West Yorkshire<sup>2</sup>. The data show that recruitment activity remains strong. The number of postings for creative and cultural occupations remained close to record highs in December 2022 and was 162% higher than the monthly average for the January to March 2020 (pre-pandemic) period. The biggest occupational categories in terms of online job postings continue to be *IT, software and computer services* and *Advertising and marketing*.

#### Leeds City Region business survey

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<sup>2</sup> Note that an occupational definition is used for the analysis of West Yorkshire online job postings whereas ONS' UK vacancy analysis uses industry sectors. Therefore, the basis for each analysis is different.

- 2.15 The Leeds City Region business survey was conducted in summer 2022 and is based on 1,001 interviews with private, public and voluntary/community sector organisations with at least one employee.
- 2.16 The purpose of the survey was to provide a snapshot view of business confidence, investment experiences and intentions; to provide the LEP and the Local Authorities with a significant level of detail about the issues currently affecting businesses; to support the LEP in monitoring and reporting progress to Government against its strategic priorities.
- 2.17 The following section provides a summary of some of the most relevant findings as they relate to the Creative and digital sectors (results are not available for the heritage and sport). The focus is on human resources / skills, export and innovation
- 2.18 A substantial proportion of employers in the Creative and Digital sector offer flexible working practices.
- 54% of Creative and Digital employers offer flexitime – a proportion that is statistically significantly higher than the average for all businesses (46%).
  - 21% of Creative and Digital employers offer full-time home working (the difference with the overall average of 16% is again statistically significant)
  - 37% of Creative and Digital employers offer hybrid working (home working part of the week) which is higher than the average of 31% (again, statistically significant).
  - Although 50% of employers introduced flexible arrangements in response to Covid-19, 90% say that they expect to keep them in place indefinitely.
- 2.19 One-third of Creative and Digital employers indicate that they had vacancies that they had found hard to fill during the previous 12 months. In common with the wider economy, technical skills relating to particular roles were the type of skills most difficult to recruit. There were also specific areas in which Creative and Digital employers were more likely to highlight recruitment difficulties (all following differences are statistically significant):
- 9% of Creative and Digital employers with recruitment difficulties said that Digital skills / advanced IT were difficult to recruit compared with 2% of employers as a whole
  - 9% also highlighted difficulties in recruiting Sales and marketing skills compared with an average for the wider economy of 5%.
- 2.20 Creative and digital employers are more likely to engage in export of products and services. Around a fifth (19%) are involved in export compared with 14% of employers as a whole. Employers in the sector are more likely than average to export to North America, South America and Asia and less likely to export to the EU.

- 2.21 A relatively high proportion of businesses in the Creative and digital sector have engaged in particular aspects of innovation in the last 3 years.
- 46% have introduced new or significantly improved services (compared with average for all employers of 39%)
  - 38% have introduced new or significantly improved processes for producing or supplying goods or services (compared with average of 32%)
  - 49% have introduced new technologies (compared with average of 38%).
  - Overall, 72% of employers in the Creative and Digital sector had engaged in at least one innovative practice in previous 3 years, significantly higher than the overall average of 64%.

### **Energy Bill Discount Scheme**

- 2.22 On 9<sup>th</sup> January the Government announced the Energy Bill Discount Scheme to support businesses and public sector organisations with high energy costs. This initiative will replace the current Energy Bill Relief Scheme from 1 April 2023.
- 2.23 The scheme will work by offering businesses and public sector organisations discounted prices for wholesale gas and electricity. This support will run from 1 April 2023 to 31 March 2024, with the level of support capped at £5.5 billion, compared with an expected cost of the original support totalling £15bn. This represents a reduction in overall support of about 66%
- 2.24 The support will be two-tiered: a general level of support that all businesses can access, and a greater level of support for businesses operating in Energy and Trade Intensive Industries. The list of industries deemed to fall within this latter category is limited to extractive and manufacturing activities, except for the following, which fall within the culture, heritage and sport sector:
- 91.01 Library and archive activities
  - 91.02 Museum activities
  - 91.03 Operation of historical sites and buildings and similar visitor attractions
  - 91.04 Botanical and zoological gardens and nature reserve activities.
- 2.25 The list of industries does not include Operation of sports facilities, although facilities like swimming pools are known to be energy intensive.
- 2.26 Smaller businesses that do not operate in Energy and Trade Intensive Industries will receive the least support, which is likely to mean that the culture and night-time economies are likely to be particularly exposed to high energy costs.

### **Evaluation plans for the Culture, heritage and sport framework**

- 2.27 The West Yorkshire Combined Authority's Culture, Heritage and Sport Framework is our plan to grow and sustain culture, heritage and sport in the region. Against each of the four themes contained in the framework is a set of indicators that we will seek to measure in order to show the progress that is being made against our ambitions. We have undertaken a review to determine how to collect the data required for each measure (see appendix 2). Based on this, we have identified a number of initial priorities for research activity, as set out below.

#### People and Place: participation survey

- 2.28 Sports England's annual Active Lives survey provides useful data on sports participation, but not at the granular WY level. Likewise, DCMS's Taking Part survey offered some data on culture and heritage participation at the level of Yorkshire & The Humber, but not below.
- 2.29 Therefore, to ensure we capture more granular local data, including at a local authority level, we are currently attempting to secure funds to commission a regional survey to measure participation in, and attitudes to, culture, heritage and sport. This will ideally include a second wave survey in 2026 to capture change beyond the years of culture and help to evidence the impact of same. Once funding is secured we hope to have this out for tender by spring 2023.

#### Skills & Business: freelancer survey

- 2.30 Work is currently underway to design our own survey, to be disseminated via freelancer networks, to provide baseline data on attitudes, training opportunities, etc, prior to the launch of any Gainshare-funded support.
- 2.31 We are currently identifying, analysing and synthesising existing data, including import, export, visitor economy and business growth data specific to the creative industries, and where available at regional level.

#### Over-arching CHS research and evaluation

- 2.32 We will explore opportunities to utilise academic expertise, possibly through Yorkshire Universities Y-PERN programme, to help us investigate questions around engagement with culture, heritage and sport and the benefits they bring to the region. In addition, we will engage with partners like Born in Bradford to explore the potential for collaboration on work to measure the impact of culture.

### **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 Future evaluation work will take account of key issues around inclusive growth.

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

5.1 Future evaluation work will examine impact through lens of equality, diversity and inclusion.

## **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 direct staffing implications directly arising from this report.

## **9. External Consultees**

9.1 No external consultations have been undertaken.

## **10. Recommendations**

10.1 That the Committee notes the evidence presented in the report.

10.2 That the Committee notes the plans for future evaluation and provides comments and input.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1: Economic and sector report analysis

Appendix 2: Review of data collection approaches for Culture, heritage and sport Framework

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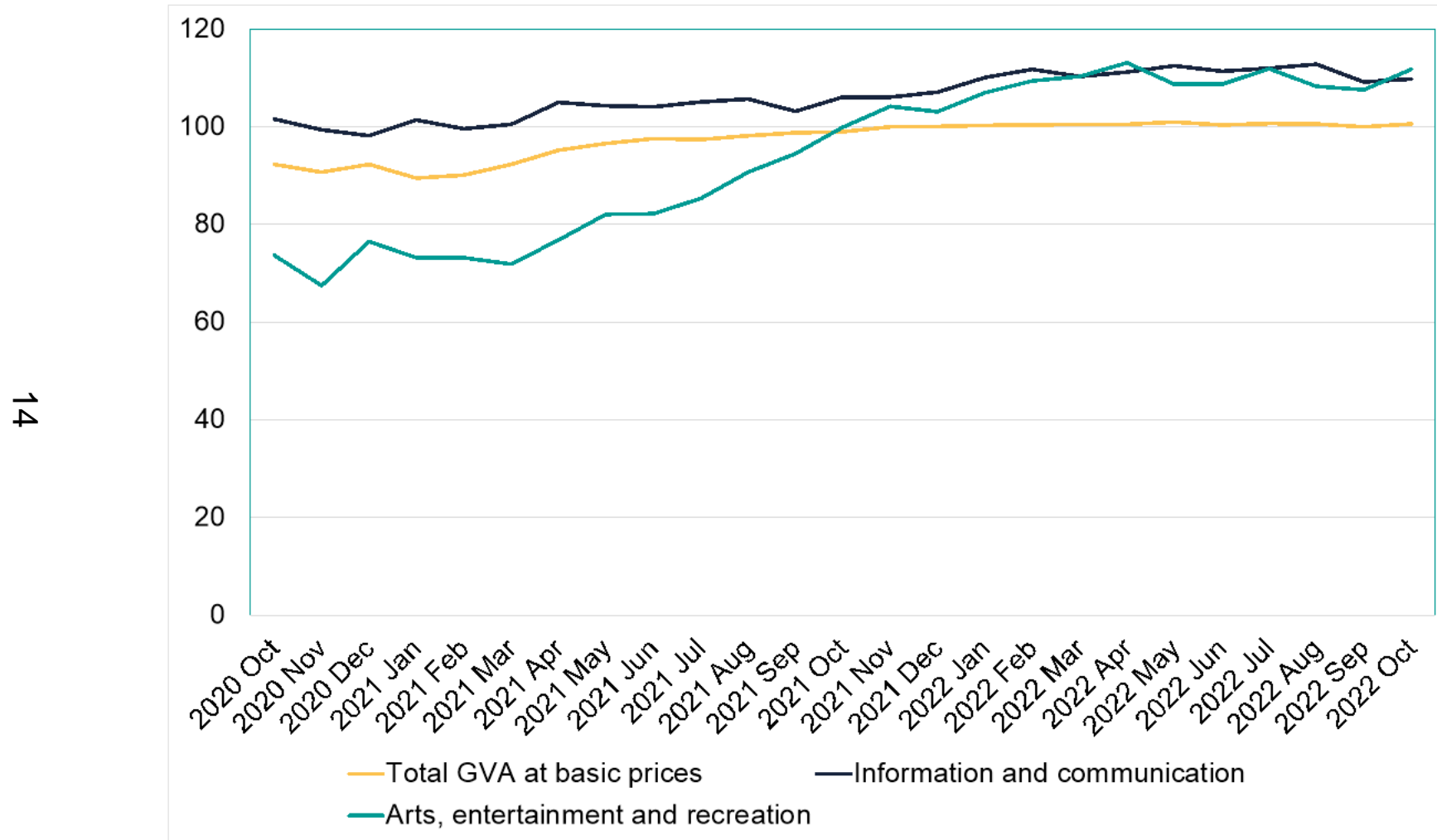
# Appendix 1: Economic and sector <sup>13</sup>reporting

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**Culture, Heritage, And Sport Committee, January 2023**

# Increases in output for both parts of the sector in October 2022

Figure 1: Trend in seasonally-adjusted output (gross value added) by broad sector, UK (index, 2019=100)

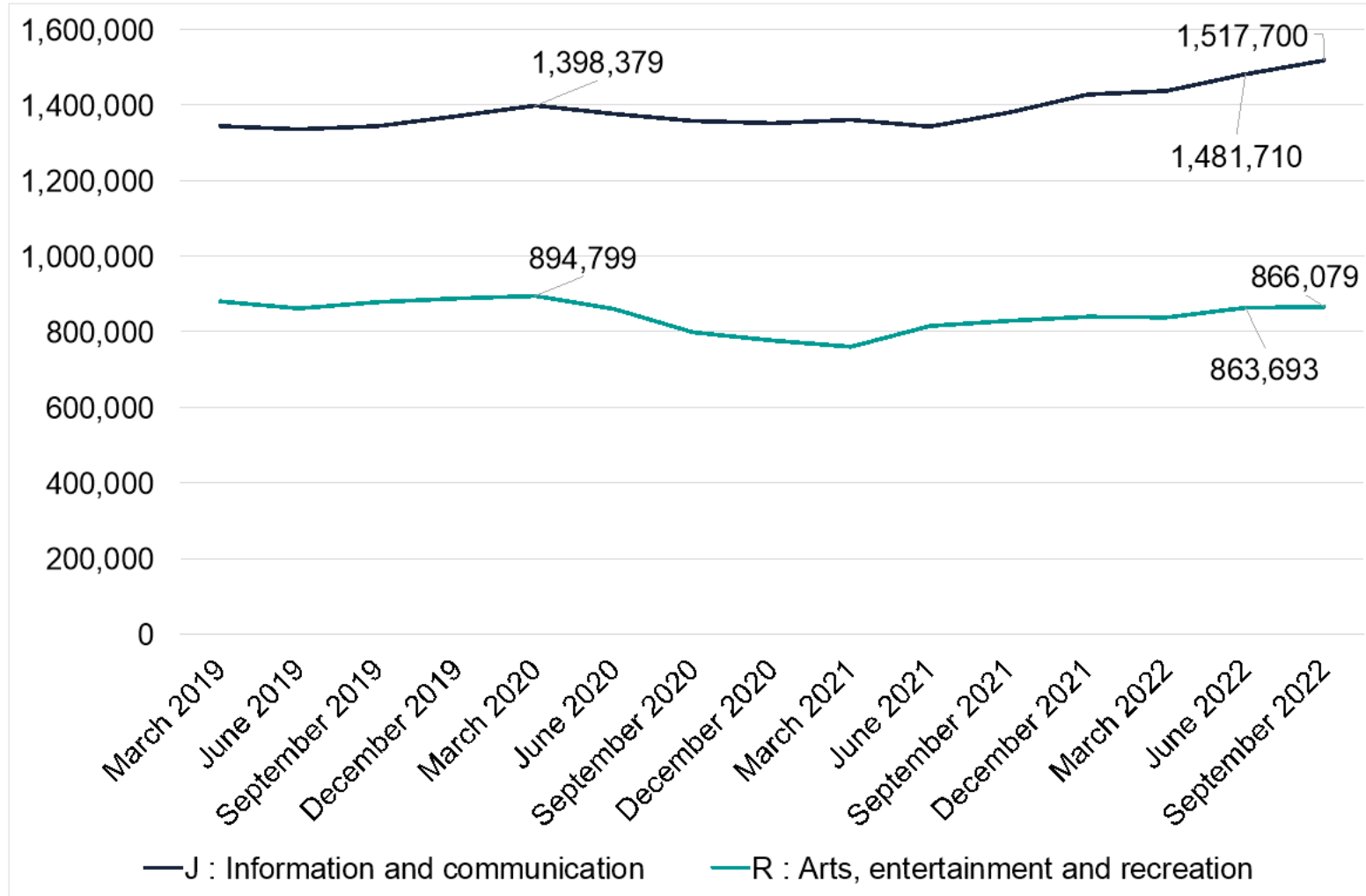


Source: Monthly GDP Table, ONS



# Employment grew in Information and communication and remained flat for Arts, entertainment and recreation during the third quarter of 2022

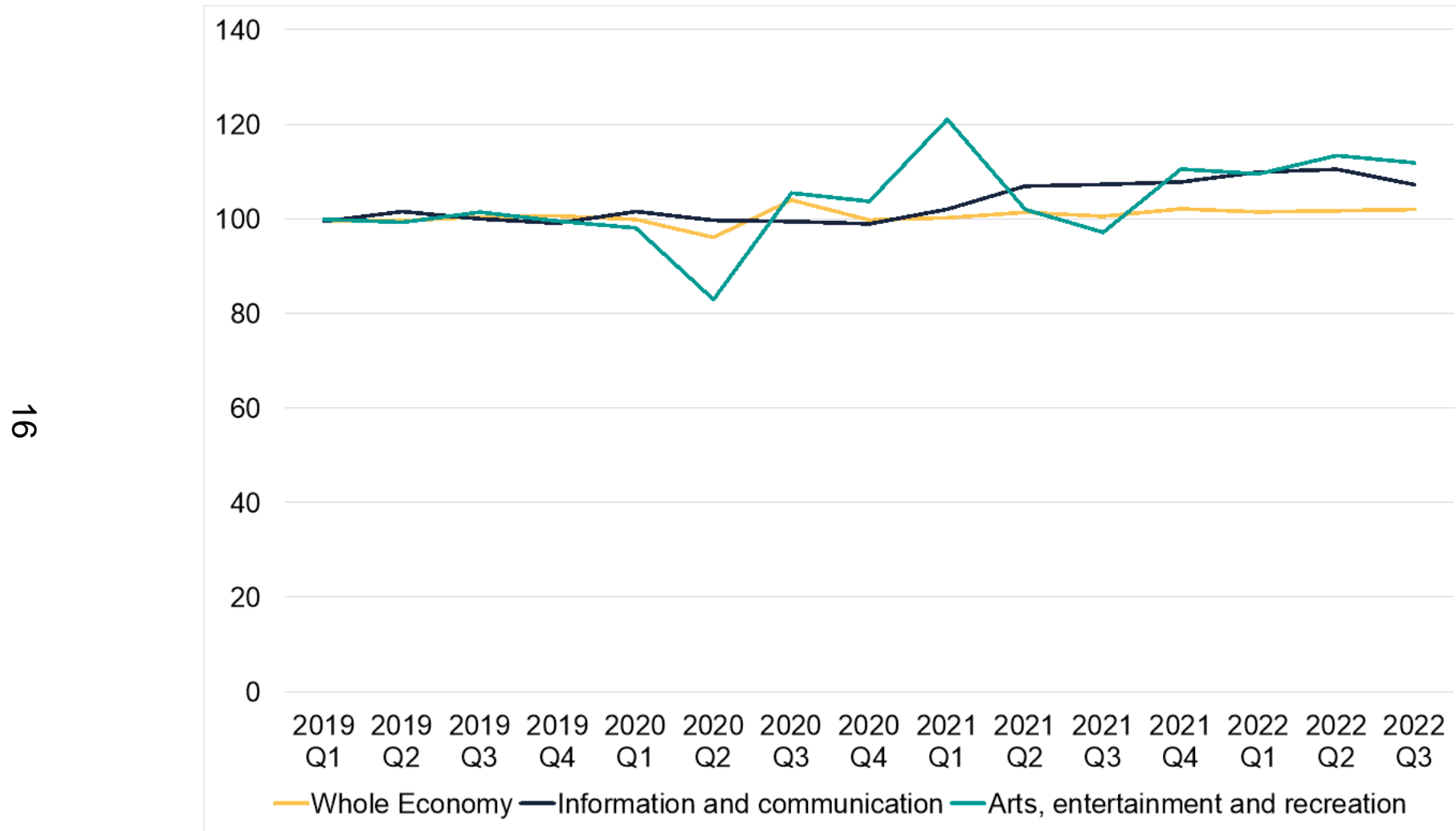
Figure 2: Trend in employment by broad sector, England



Source: Workforce Jobs, ONS

# Productivity fell slightly for both Information and Communication and Arts, entertainment and recreation in Q3 of 2022

Figure 3: Output per hour worked by UK industries, index 2019=100, seasonally adjusted

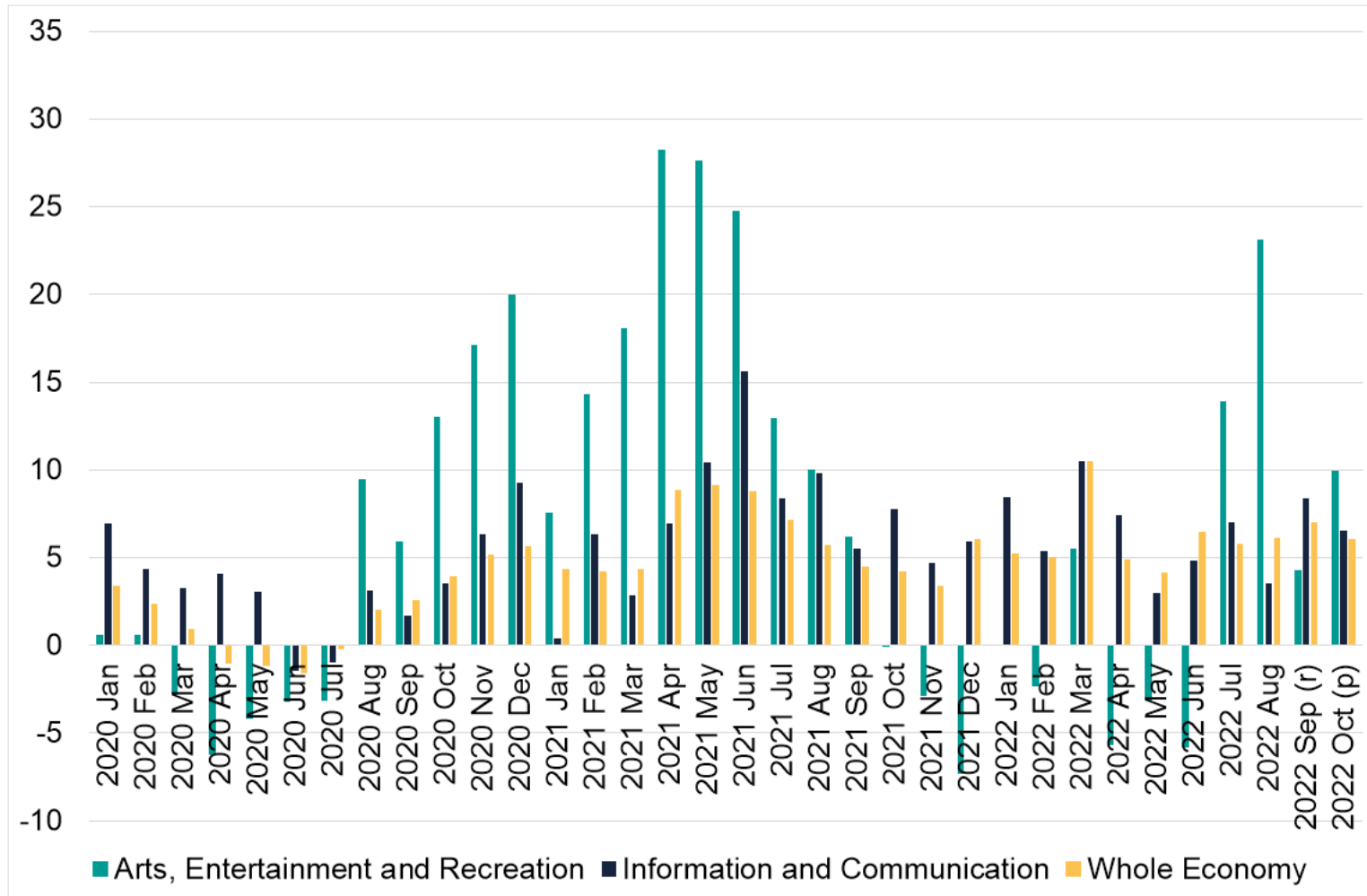


Source: Flash productivity by industry section, UK, ONS

# Average weekly pay increased sharply in Arts, entertainment and recreation in August

Figure 4: Average weekly earnings by broad sector (£), nominal terms, Great Britain - Growth Rates : per cent change year on year

17

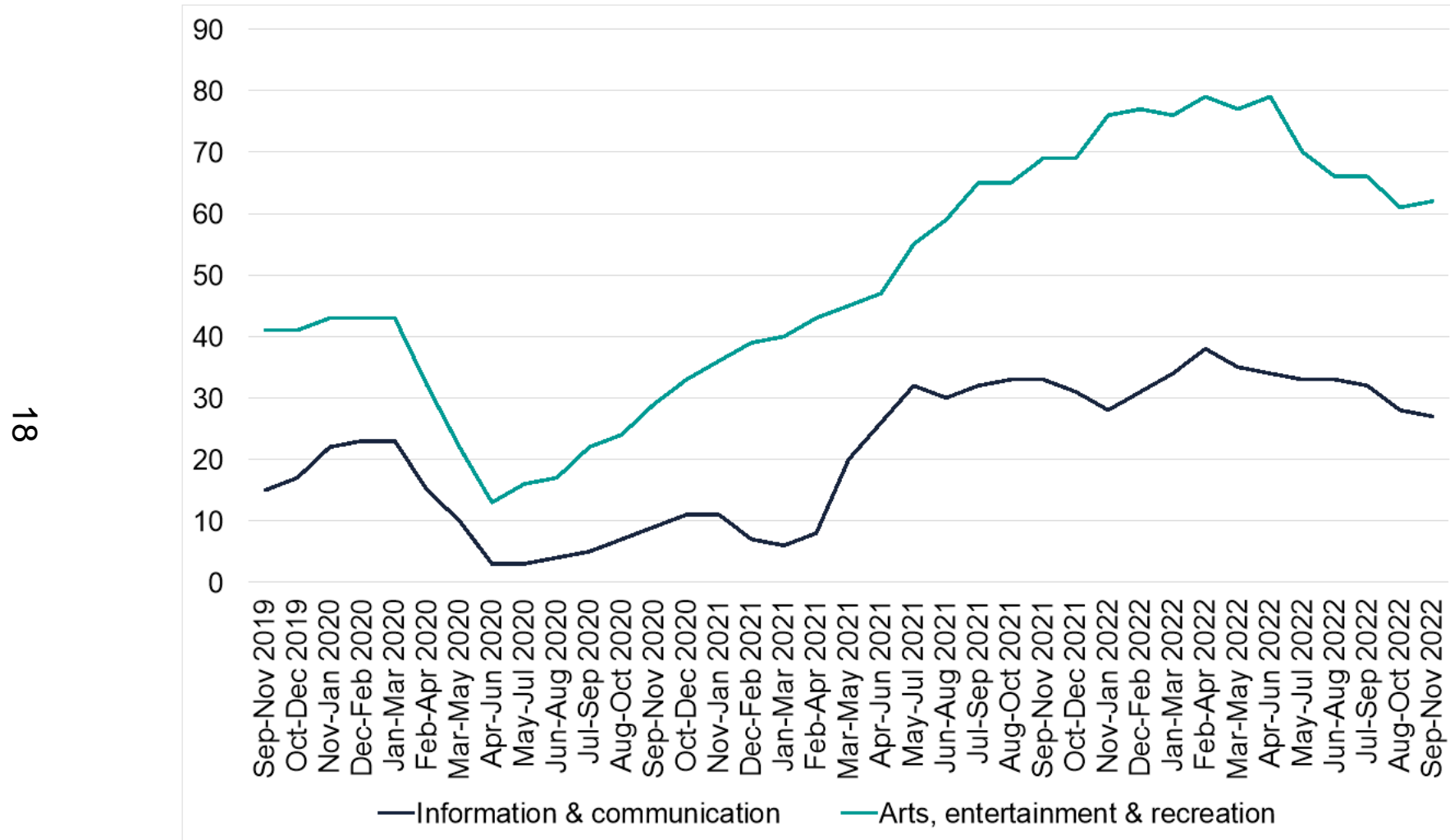


Source: Average Weekly Earnings (AWE) at industry level, ONS

Note: Not seasonally adjusted, includes bonuses and arrears; not adjusted for consumer price inflation

# Vacancy levels are on a downward trend from record levels in early 2022 but are still high in historic terms

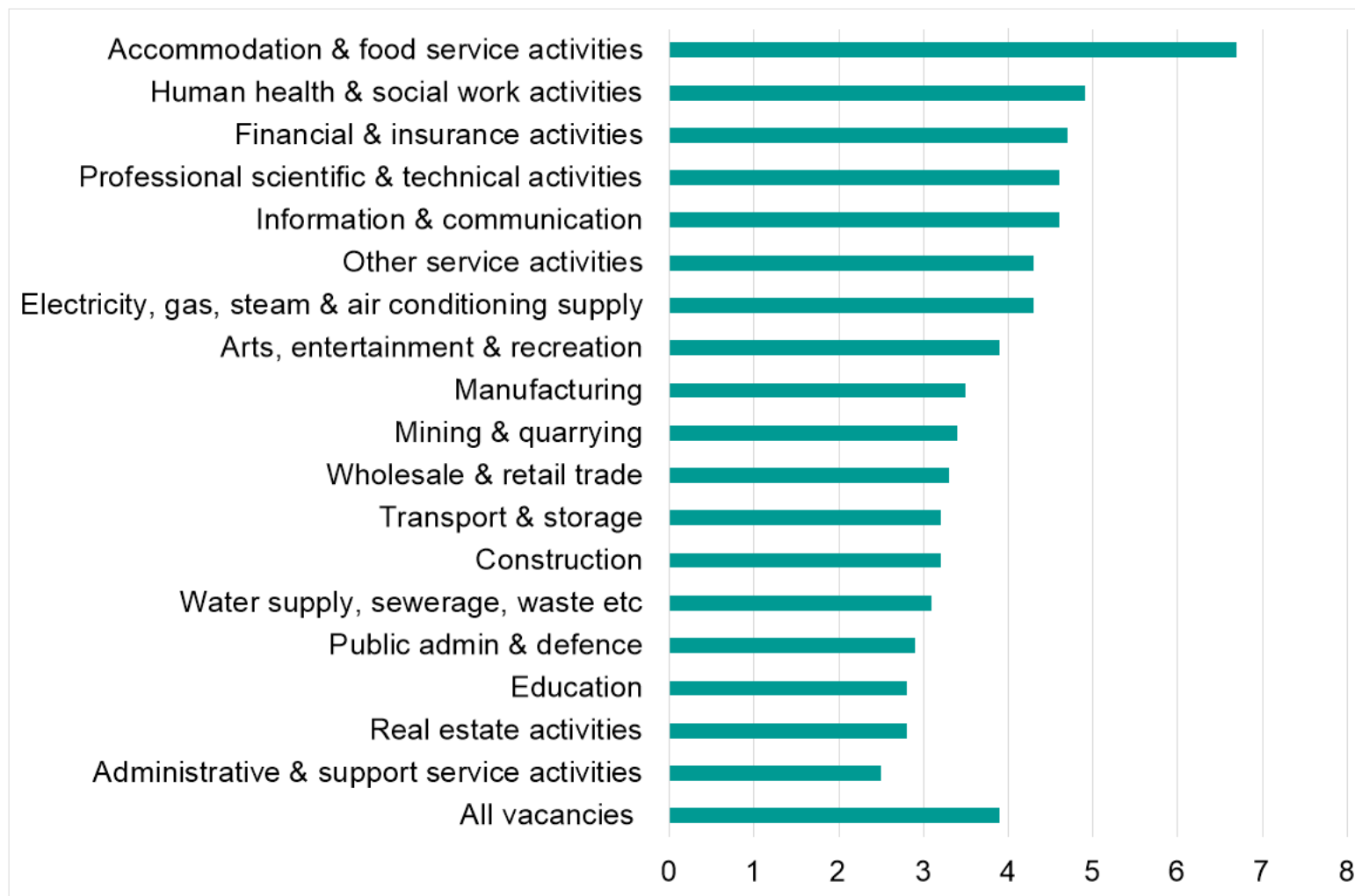
Figure 5: Vacancies by industry (000s), seasonally adjusted, UK



Source: Vacancies by industry, ONS

# Arts, entertainment and recreation has slipped down the rankings in terms of vacancy / employment ratio by industry

Figure 6: Vacancies per 100 employee jobs by industry, seasonally adjusted, UK



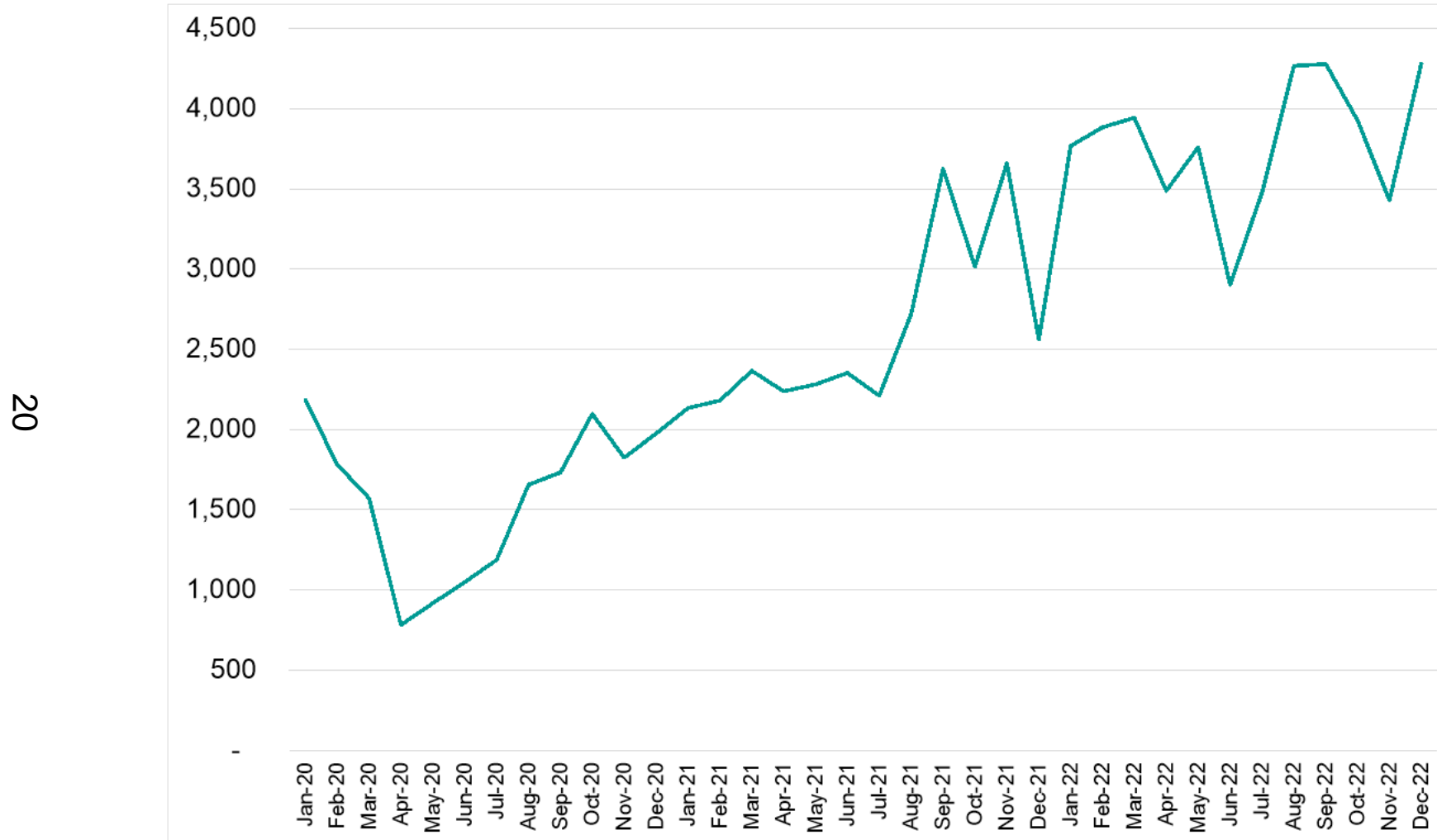
Arts, entertainment and recreation was ranked third among industries in early 2022

19

Source: Vacancies by industry, ONS

# Recruitment activity remained at high levels during December in West Yorkshire

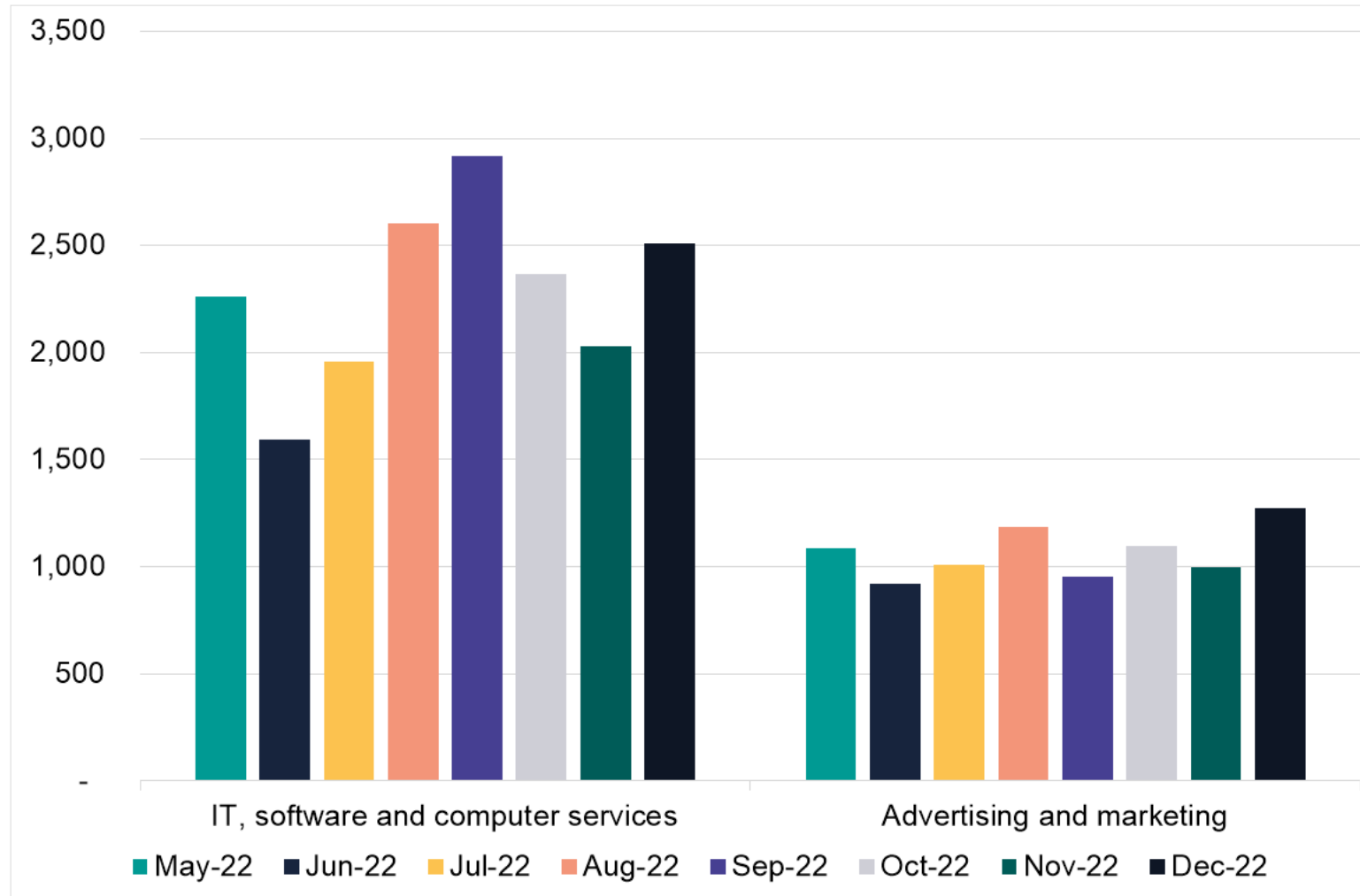
Figure 7: Monthly count of online job postings in creative occupations, West Yorkshire



Source: Lightcast

# Demand for digital workers continued to grow in December

Figure 8: Monthly count of online job postings by creative occupation category, West Yorkshire

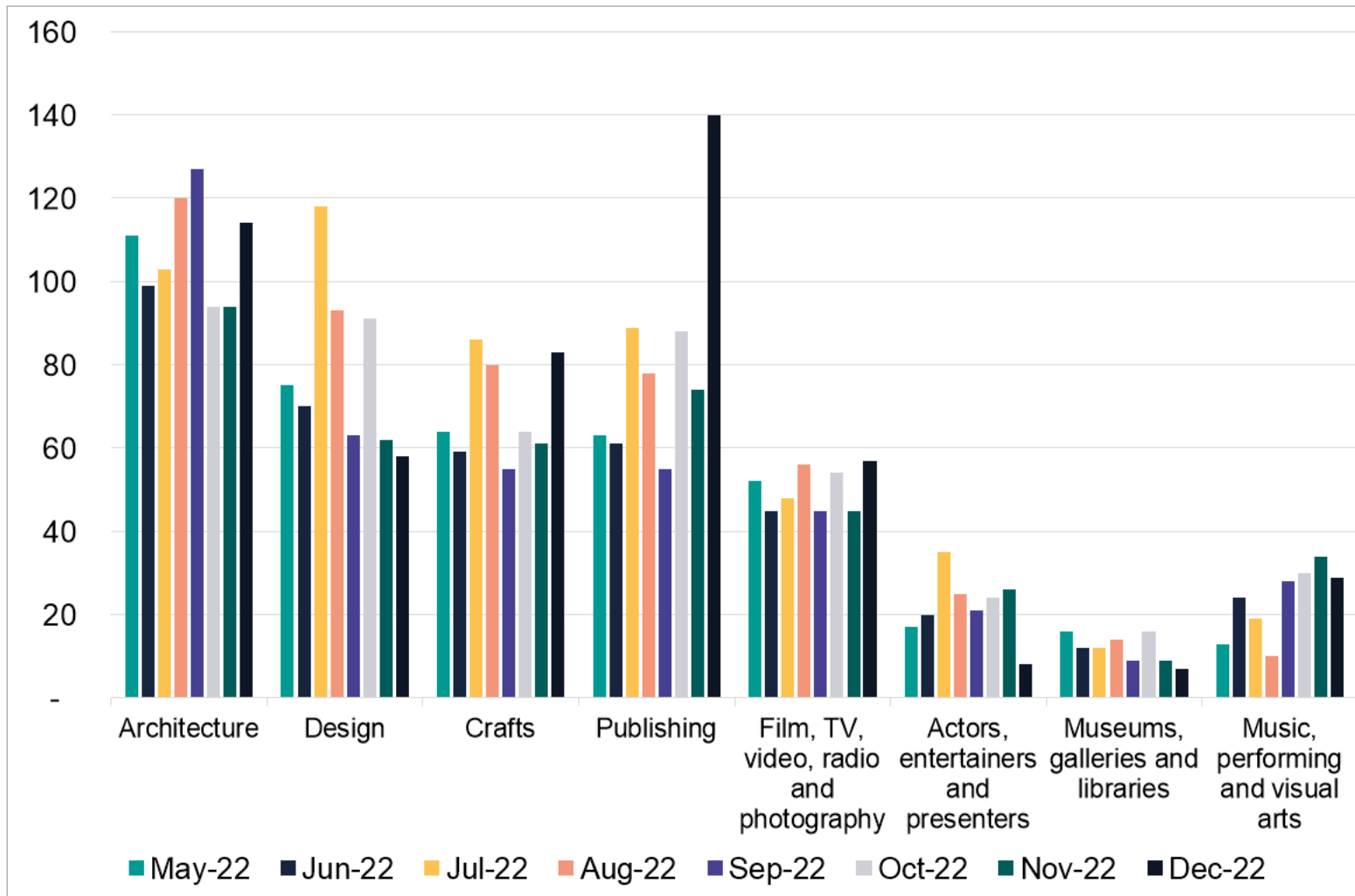


Source: Lightcast

21

# Remaining occupational areas present a mixed picture in terms of vacancy trends

Figure 9: Monthly count of online job postings by creative occupation category, West Yorkshire



Source: Lightcast



## Appendix 2

### Review of data collection approaches for Culture, heritage and sport Framework

The matrix below provides a review of data availability and potential data collection approaches for the measures contained in the Framework. This assessment helps to inform our thinking about a future analytical workplan, including priorities for primary data collection.

Items are rated using the following RAG rating:

Green – existing data/access to the data

Orange – data possible through own/commissioned surveys

Red – challenging to measure even via own data collection

Blue – work underway to establish/collect

Purple – data may be available within R&I, T&I and/or via other sources e.g. ONS

Framework theme	Measures	Comments on data approach
People	<ul style="list-style-type: none"> <li>The impact and reach of our investments across the region.</li> <li>The number of people engaging with culture, heritage and sport activity (including young people), and whether they reflect the diversity of our communities.</li> <li>Perceptions of our region’s culture, heritage and sport offer.</li> <li>Whether engagement with culture, heritage and sport are improving our health and well-being.</li> </ul>	<ul style="list-style-type: none"> <li>Impact and reach needs to be unpacked through an evaluation plan</li> <li>Engagement and perceptions can be measured at Y&amp;H level using DCMS’ Taking Part survey. Could look to boost this survey or conduct our own to generate results at WY level.</li> <li>Could ask people about impact of engagement on their well-being via our own survey.</li> </ul>
Place	<ul style="list-style-type: none"> <li>The number of people engaging with heritage activities and locations across the region, and whether they reflect the diversity of our communities.</li> </ul>	<ul style="list-style-type: none"> <li>As above for engagement.</li> <li>Taking Part survey also asks about volunteering so have info at Y&amp;H level and could look to replicate at WY level</li> <li>Level of tourism could be explored through visitor number figures</li> </ul>

Framework theme	Measures	Comments on data approach
	<ul style="list-style-type: none"> <li>The number of volunteers in culture, heritage and sport.</li> <li>The level of culture, heritage and sport tourism in the region.</li> </ul>	
Skills	<ul style="list-style-type: none"> <li>The number of people working in our creative industries, heritage and sport sectors, and whether they reflect the diversity of our communities.</li> <li>The increase in the number of people with protected characteristics working in these sectors.</li> <li>The number of HE graduates taking up employment in these sectors.</li> <li>The number of freelancers in these sectors.</li> <li>The number of training places made available for freelancers in these sectors.</li> <li>Perceptions of freelancers on the sustainability of careers in West Yorkshire.</li> </ul>	<ul style="list-style-type: none"> <li>Level of employment can be measured</li> <li>Diversity characteristics can also be measured but figures not robust enough for year on year comparisons (wide confidence intervals)</li> <li>Data not available at all for many of the protected characteristics even at national level, although need to explore potential offered by new Census data</li> <li>Can measure HE graduates from creative disciplines entering employment using HESA/JISC statistics</li> <li>Can measure number of self-employed in relevant sectors but harder to measure freelancers per se</li> <li>Could measure number of training places offered by CA to freelancers but difficult to assess wider training offer unless we conducted a survey of freelancers in WY.</li> <li>Freelancer survey could also be used to capture attitudinal information</li> <li>Extensive information is available on participation in FE and Skills provision (including apprenticeships) for relevant disciplines.</li> </ul> <p>General comment: seems to be a gap in measures for education and training outwith HE</p>
	<ul style="list-style-type: none"> <li>The level of inward investment into the region from the creative and sport sectors.</li> <li>The increase in creative and sports sector business growth and sustainability (including start-ups and SMEs).</li> </ul>	<ul style="list-style-type: none"> <li>Trade and Investment team collect info on inward investment by sector</li> <li>Beauhurst and similar tools can provide insights at company level on business investment</li> <li>We have annual figures on number of businesses at West Yorkshire level.</li> </ul>

Framework theme	Measures	Comments on data approach
	<ul style="list-style-type: none"> <li>The level of creative exports from the region including products, services, production and tourism.</li> <li>The increase in diverse leadership in the creative industries and sports sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Data on turnover etc by broad sector can be sourced from ONS which will give some insight into trends.</li> <li>Data for service exports are available for WY but not at a sufficiently disaggregated level to provide analysis of creative sector. Will enquire with ONS whether these can be supplied as a special request.</li> <li>WY data on diversity profile of business owners in creative sectors not robust in terms of measuring small year on year changes. Would need to consider our own data collection.</li> </ul>

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**Report to:** Culture, Heritage and Sports Committee

**Date:** 26<sup>th</sup> January 2023

**Subject:** West Yorkshire Vision and Story and Economic Strategy

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

**Author:** Jo Barham, Policy Officer

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this Report

- 1.1. To provide members of the Culture, Heritage and Sports Committee with an overview of progress on the development of a West Yorkshire Plan and its fit with the wider policy framework of the Combined Authority.

## 2. Information

### Background to the Plan

- 2.1. The West Yorkshire Plan will provide an overarching narrative for the region. The West Yorkshire Plan will provide a new framework to reflect major changes including, the devolution deal and election of the first Mayor of West Yorkshire, ongoing impact of cost of living and doing business crisis, the government's priorities for growth and plans for further devolution. The primary audience for the plan is government and regional partners, residents are a secondary audience.

- 2.2 The purpose of the West Yorkshire Plan is to:

- Explain who West Yorkshire is and what we want to do
- Set the trajectory for the longer-term up to 2040

- Ensure that government and wider local and national stakeholders are clear on the priorities and ambitions of the region and how these align with the new government's plans for economic growth
- Ensure that all regional partners speak with one strong voice
- Continue to develop shared endeavour between the Combined Authority and the local authorities.

2.3. The first stage of this work has been to draft a vision and narrative. Research was undertaken to look at what other places, who have historically been better at telling their collective story than West Yorkshire, have produced. Initial ideas for the content were generated during in-depth strategic planning sessions. Building on this work a draft of the plan's narrative was completed. The draft has had input from nominated representatives from each local authority and has been shared with chief executives, leaders and the mayor who have provided comments. Wider engagement with key stakeholders and partners is now being undertaken with Combined Authority committees. The first draft of the vision and narrative is included in Appendix 1.

2.4 The West Yorkshire Plan will strengthen the existing policy framework of the Combined Authority. At present, the Strategic Economic Framework (SEF) provides an overarching vision for the region and is supported by a suite of policies and strategies including the Culture Framework. The vision and narrative will ultimately sit at the top of a revised and refreshed SEF with newly agreed regional priorities and targets with the collective suite of documents known as the West Yorkshire Plan.

2.5.1 The intention of the plan is to represent an ultimate ambition for the region, the plan includes draft ambitions currently, but these will be updated once the narrative has been agreed. State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan and wider policies and strategies of the Combined Authority.

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

3.1. Tackling the climate emergency is one of the proposed regional priorities and will be a key driver of activity arising from this work.

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

4.1. Growing an Inclusive Economy is one of the proposed regional priorities and will be a key driver of activity arising from this work.

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

5.1. Enabling Equality, Diversity and Inclusion is one of the proposed regional priorities and will be a key driver of activity arising from this work.

### **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. The draft vision and narrative have been produced in partnership with a grouping of local authority colleagues and has been discussed by chief executives, political leaders and the mayor. Consultation is now underway with colleagues across the Combined Authority including attendance at all senior management meetings and directorate sessions. All committees will receive a presentation with request for comments along with members of the LEP Board, and the Business Communications Group. Following feedback, a further draft of the narrative will be produced for sign-off by the Combined Authority in March.

## **10. Recommendations**

10.1. That the Culture, Heritage and Sports Committee consider the draft of the vision and narrative of the plan and agree the proposed next steps, with a particular focus on:

- Content
- Language used
- Anything missing / needs to be removed

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – DRAFT WEST YORKSHIRE VISION AND NARRATIVE

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## DRAFT WEST YORKSHIRE: CREATING A FUTURE THAT WORKS FOR ALL OUR PLAN FOR CHANGE

### **Purpose** (section may not be required in final version)

The West Yorkshire Plan sets out an overarching vision for the region. The narrative brings together the shared objectives that we as a region must deliver.

The purpose of the document is to:

- Set the trajectory for the longer term.
- Ensure that government and wider local, national and international stakeholders are clear on the priorities and ambitions of the region.
- Ensure that all regional partners speak with one strong voice to government.
- Develop shared endeavour between the Combined Authority and the local authorities and clarify priorities building on the ongoing partnership work.

The primary audience is regional and national partners including government. Residents are a secondary audience. A separate narrative linked to investment has been developed.

The document is designed to be modular, with different elements used for different purposes, but enabling consistent messages to be used and heard by a range of partners.

### **West Yorkshire 2040 Vision**

**To be finalised once narrative has been agreed.**

West Yorkshire, the heart of the North, an engine room of ideas and creativity.

Together, we will grow a resilient, inclusive, sustainable West Yorkshire, that works for all. A place anyone can make home.

Our vision for the future is rooted in our region's extraordinary story.....

### **West Yorkshire Story**

Understanding who we are, and the pathway forward is the key to our future success.

We're already achieving so much; at this historic moment for our region we now, finally, have powers and money to implement the things we know will make a difference. Now is our chance to continue to work together to tell our story and make our vision a reality.

Here in West Yorkshire, we are pioneers, we're determined, full of ideas and not afraid to take on challenges. Traits that put us at the forefront of the Industrial Revolution making us the manufacturing powerhouse of the world.

We embrace our industrial heritage to innovate and collaborate, paving the way for the emergence of new industries at the cutting edge of health and technology, ideas and innovations that will tackle the climate emergency and help people live fulfilled lives.

Our brilliant universities mean our region has attracted talent from around the world and international businesses have flocked to our region to pioneer methods in transportation, health, and manufacturing to answer the challenges facing the world today.

**Add Infographic/map**

West Yorkshire is made up of five local authority areas: Bradford, Calderdale, Kirklees, Leeds, and Wakefield.

**Add Infographic**

Our region is home to over 2.3 million people, a workforce of 1.1 million, around 95,000 businesses, and an economic output larger than nine European Union countries.

We're proud to be one of the most diverse parts of the UK with people representing many ethnicities, backgrounds, and lifestyles, connecting us to communities across the world.

The diversity of our region extends to our places. The globally competitive city of Leeds, the economic centre of the Pennines sits alongside lively towns and stunning countryside. West Yorkshire boasts an array of attractions from areas of Outstanding Natural Beauty in Kirklees, and

world class cultural assets such as the Hepworth Gallery in Wakefield, to vibrant market towns in Calderdale, and a World Heritage site in Bradford. Our countryside provides an asset for climate adaption as we tackle the Climate Emergency.

As a dynamic place to live, at the heart of the North, we attract highly skilled, knowledge-intensive businesses and workers. We celebrate our collection of cities, towns and villages, each community with its own story to tell, unique and magical.

This interconnected network of separate urban centres makes West Yorkshire genuinely distinctive. Our success is dependent on all places being supported to thrive, be recognised, championed, and celebrated.

And we're building on solid foundations. West Yorkshire has a long history of innovation and industry delivering economic success alongside social progress. Industrialists such as Sir Titus Salt had the vision and drive to support the people of our region out of poverty and into a skilled workforce. Benjamin Gott revolutionised the production of woollen cloth, investing large amounts in the cultural and civic life of Leeds, founding the City's Philosophical and Literary Society. We need to ensure that a new generation of diverse entrepreneurs continues that legacy with their ideas benefitting all communities creating a legacy of prosperity and business success.

Today, we gain strength from our success not being aligned to one or two sectors. We are blessed to have many and varied industries and businesses. This diversity means our resilient economy has weathered the economic crosswinds of the past and can drive prosperity for the future.

As a perfect representative of the UK's economy, we are poised to be a test bed of innovation and new ways of working. An idea can spark here, develop then cascaded to the rest of the country. We are perfectly positioned to be the key driver of economic growth not just in the North of England but for the whole of the UK.

#### Add Infographic

##### Key features of our economy include:

- Being a global leader in healthcare technology with six government health headquarters (including NHS Digital) and high levels of employment in the health-tech sector
- Advanced manufacturing - specialisms in textiles, furniture, and wearing apparel
- A fast-growing digital sector
- The UK's largest regional finance centre.

We have a history of ground-breaking discoveries and transformative practices. From firsts in the world of film and transportation, to the production of world-renowned video games and pioneering medical technologies such as Paxman Coolers work on cancer treatment. It was in our region that the invention of Cat's Eye technology transformed road safety across the world.

As innovators and makers, we also know culture and creativity is not just a nice to have, but a powerful driver of job creation, regeneration, skills and better wellbeing. And while we are admired across the UK and globally for our creativity, we know there's always more we can do. Towering figures across the arts

have been inspired by our places, from the Brontë sisters, the Poet Laureate Simon Armitage, to David Hockney and Barbara Hepworth, from the countercultural post-punk movement to the biggest pop groups in the world. Sporting success runs through our region, from unsung pioneers such as Beryl Burton, to world-beating Olympians like Nicola Adams, the Brownlee brothers, and Kadeena Cox achieving sporting firsts. These inspirational figures show the grit and determination of folk from West Yorkshire. With their eyes on the prize, they just don't give up. We know that the world can be our stage through the festivals and sporting successes showcased here. The region will rise to the occasion again when Bradford becomes the UK's national city of culture with opportunities spanning across all our communities.

Add Infographic – our top culture and creative strengths

Add Infographic – our top innovation strengths

Ideas and innovation are our bread and butter, powering the region's success. Pioneering textile technologies during the Industrial Revolution have developed to become cutting-edge techniques using recycled and recovered plastics. Weaving technology has been adapted to make super-strength jet engine parts. Our knowledge-based clusters and expertise in medical technologies and medical equipment manufacturers are some of the best in the world

The diversity of education assets in the region attracts international talent. It was at the University of Leeds that William Bragg's revolutionary research on X-ray crystallography changed the face of modern science. Today, the Centre for Precision Technologies, Nexus and the 3M Buckley Innovation Centre build on that legacy, innovating and collaborating in energy, transport, health tech, medicines, medical devices, diagnostics, data and manufacturing.

But we won't deepen our understanding about what we're doing well or where we could improve without the data.

Luckily, our region is home to a vast array of internationally recognised research such as Born in Bradford bringing new insights into childhood health while empowering young people to control their own data. The Space Hub is a respected new initiative driving new satellite and geospatial data markets, bringing new collaborations for industry opportunities.

Over time, industries have evolved, and new ways of working have developed; the challenges we've faced have been tough, but we have weathered these storms and emerged stronger. When a global pandemic hit, our businesses had the strength and resilience to adapt, bringing new approaches and innovation to weather a uniquely challenging time.

Our region continues to grow and adapt. Our historic past is woven into our present. The Piece Hall in Halifax played a pivotal role as a centre of trade for the textile mills of West Yorkshire, today it attracts new visitors to the area with its mix of independent bars, restaurants, shops, music acts and cafés. When the Grade Two listed Majestic building in the centre of Leeds was almost destroyed by a fire, it wasn't left to decay, it was rebuilt and now hosts the national headquarters of C4. The decaying mills next to the Hepworth Gallery in Wakefield will now be home to one of the best recording studios and music engineer training facilities in Europe and the stunning but abandoned Templeworks building in Leeds is soon to be home to the British Library North.

As a region, working together as the West Yorkshire family, we have built new infrastructure, connected our towns and cities, attracted investment, developed land,

Add infographic

West Yorkshire is home to a cluster of seven higher education institutions hosting around 91,000 students and 30,000 graduates each year.

Along with excellent Further Education Colleges.

supported businesses to start-up, innovate and grow, brokered skills and training to power us through the tough times, ready for the exciting opportunities ahead.

Now is our opportunity to use all that knowledge to move to establish us as the go-to place for business, entrepreneurs, investors, developers and creative. To seize the opportunities to tackle the challenges we face, from the climate emergency to deprivation, fuel poverty and poor health outcomes that blight parts of our region.

As a partnership, we will lead the way, learning lessons from our industrial past to build an inclusive, fair, sustainable future. We have the knowledge, the expertise, and the will to build on these achievements, backed up by our evidence-based policy development that helped us ensure we have the right strategies in place for a brighter future.

We build on our past and celebrate our diversity to create a better future. We are home to the best and the brightest, in lockstep across the region to deliver a future-focussed West Yorkshire. The best place to live, raise a family, start a business and grow old.

A place to do well and be well.

**FOLLOWING SECTIONS TO BE FINALISED ONCE NARRATIVE HAS BEEN AGREED**

## Regional Priorities

West Yorkshire is key to growing and re-balancing the national economy and enabling the north of England to contribute fully to, and benefit from, national economic growth and prosperity.

In West Yorkshire we are a family with a long history of collaboration borne out of our shared priorities and strong partnerships. We recognise the value of working together and the benefits this brings. We know that we can't realise our vision in isolation and will continue to work in partnership to bring our ambitious proposals to life.

Working together to deliver our vision, we share **three regional priorities** that will inform all our work:

- Growing an inclusive economy
- Enabling equality, diversity, and inclusion
- Tackling the climate emergency

**These priorities represent a regional consensus on what is needed to realise the vision across key areas of public policy where collectively we have the ability, powers, and funding to act. They are core to everything we do.**

Using the powers and funding at our disposal we will work collaboratively to deliver projects to support these priorities.

## Our Aims

We will ensure that all people make the most of the opportunities our region has to offer. We will reflect the rich diversity of our region with equality at the forefront of our work. We will create an environment where people in deprived communities can access the skills they need to secure good work and lead healthy lives. We will ensure that housing needs are met in an affordable and sustainable way making the most of clean technologies of the future.

### **Productivity is above the national average**

We will create the right conditions to boost the economy in our region so we can see highly skilled people working in well paid jobs, able to access opportunities in a sustainable, carbon-free future and a great quality of life. An environment where entrepreneurial activity can flourish, where it is easy for businesses to start-up, grow, innovate, trade and invest. Where integrated infrastructure attracts the investment to create jobs in well-connected places with affordable homes.

### **A strong transport system founded on active travel and public modes**

We will develop an integrated, sustainable, transport system that connects all parts of our region, so everyone can access the places they need to live fulfilled lives. We will promote sustainable travel so that walking, cycling, and public transport are the easiest choice, where everyone can enjoy the benefits of good health, protecting the environment for future generations.

### **A zero-net Carbon economy by 2038**

We will deliver a net-zero economy where people have the skills and opportunities to access green jobs. Where transport is sustainable, and energy efficient homes ensure fuel poverty is abolished. Where businesses and industry use the resources they need to operate efficiently reducing energy consumption and boosting regional productivity.

Culture will be available to all We will put culture at the heart of our economy where creative businesses start-up and thrive. We will make sure that whatever your background, entry to the creative sector relies on your talent alone. We will ensure everyone in West Yorkshire can make the most of our world class cultural assets and enjoy the benefits of cultural engagement.

We will continue to be happy place to live where the wellbeing of our citizens is a priority. We will ensure that where you live helps to promote good health and wellbeing, that life expectancy in West Yorkshire aligns with the national average. We want to be at the heart of global health innovation with the significant health assets and the strength of the health technology sector of our region renowned.

Our region will be one of the safest places to live and work in the UK. We will do everything in our power to make West Yorkshire the safest place to be, ensure that our

streets are safe so our communities can thrive making the most of the opportunities our region has to offer. This involves responding to a range of complex needs and supporting victims of crime.

## **FOLLOWING SECTIONS TO BE FINALISED ONCE NARRATIVE HAS BEEN AGREED**

### **Draft Ambitions**

#### **Add graphs/infographics to this section**

To measure success, a series of ambitions have been developed these ambitions are aspirational, representing the ultimate vision for our region:

- No child grows up in poverty
- A net-zero Carbon economy by 2038
- Productivity is highest in the north
- A strong transport system founded on active travel and public modes
- All jobs paying at least the real living wage
- Skills levels exceed the national average
- Healthy life expectancy equalling the national average
- West Yorkshire's employment rate will be the highest in the north
- Neighbourhood crime is sustainably below the national average.
- **Place inc culture, heritage, tourism**
- **Investment in Research and Development**

The annual State of the Region report, provides a suite of indicators that map to the ambitions setting out progress against our vision for 2040.

### **What we need to achieve our vision**

Local Authorities play a significant role in driving economic growth and levelling up, yet core services continue to be under significant and increasing pressure, having lost nearly £15 billion of core government funding over the last decade. **Government must recognise the crucial role of councils play in growth and provide sufficient funding and certainty for councils in the long term.** This should include a long-term solution for funding adult social care and support for SEND. To ensure we can all work effectively to deliver our vision we require **greater certainty of secure, stable, and fair local government funding and public sector resourcing**, that enables confidence, long term planning, flexibility, and innovation.

The scale of the opportunities for our region, and the challenges we must seek to overcome will require additional funding and powers. Significant fiscal devolution would give our region greater freedom, certainty, and surety, with responsibility to ourselves and our partners to ensure our vision becomes a reality. This will empower our region to enact tailored solutions to boost productivity, tackle inequalities and drive inclusive growth. Levelling up will require systemic change, radical intervention, and significant investment to address poverty and inequality. It should aim to improve opportunities for all. This means we must:

- Have much greater cross-government engagement with West Yorkshire to shape understanding of local needs.
- Be able to deliver over the long-term and base our actions on robust evidence and clear accountability with sustained funding.

To level up West Yorkshire we need to:

- Enable disadvantaged groups and communities within the region to reach their potential and access opportunity; and
- For the region overall to increase its economic contribution (in terms of higher income, employment, and productivity) and close the gap with more prosperous regions.

Greater cross-government engagement with our region is needed to shape understanding of local needs. Further powers to delivery our vision include:

- **New powers and multi-year sustainable funding and incentives for achieving net zero and nature recovery at regional and local levels.** Without these freedoms and flexibilities local areas will find it increasingly difficult to deliver against their locally defined targets and to contribute to Government's own ambitions.
- We want government to **support an Innovation Deal** for our region that will enable us to prioritise investment in innovation that aligns to our regional challenges.
- Securing continued commitment to a West Yorkshire Mass Transit System.
- **100% Business Rate Retention** to reinvest in our town and city centres, strengthen our relationships with employers and businesses in all sectors.
- **Full devolution of all adult skills and careers funding** so people can gain the right skills needed for good quality work. We want a devolved system that can support local labour markets and accelerate inclusive growth with our local leadership accountable for ensuring investment provides for our communities.
- Greater investment in **transport** and **devolution of control of our rail stations** in partnership with Great British Railways.
- **Increase powers and funding to give greater regional control over rail** that facilitates the electrification of existing routes and progression of new rail schemes.



Our region has much to offer with abundant opportunities for growth. Through our strong partnerships we will harness our assets to realise these opportunities for the people and the places of West Yorkshire, the heart of the North and the best of all worlds.

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**Report to:** Culture, Heritage and Sport Committee

**Date:** 26<sup>th</sup> January 2023

**Subject:** **Culture, Heritage and Sport - Skills and Business Support delivery**

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**Director:** Phil Witcherley, Interim Director of Inclusive Economy, Skills and Culture

**Author:** Dr Jim Hinks, Head of Culture, Heritage and Sport Policy

Is this a key decision?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this Report

- 1.1. The purpose of this report is to provide the Culture, Heritage and Sport committee with an opportunity to input into the development of the Culture, Heritage and Sport Skills and Business Support Delivery Plan.

## 2. Information

### Pipeline updates

#### Background

- 2.1. The West Yorkshire Culture, Heritage and Sport Framework articulates interventions required to support the Creative Industries, Culture and Sport sectors, and to deliver on the mayoral priority of a Creative New Deal. The Framework covers four themes: People, Place, Skills and Business.
- 2.2. The Skills and Business Delivery Plan proposes a portfolio of interventions to specifically deliver on theme 3: Skills, and theme 4: Business.
- 2.3. Key interventions are based on evidence of market failure, and will:
- i. Support freelancers and microbusinesses in the creative industries to grow and sustain during the cost of doing business crisis

- ii. Increase the diversity of the creative industries workforce
  - iii. Provide opportunities for graduates while meeting the regional demand for skills in the creative industries
  - iv. Enable knowledge-transfer and career development opportunities across the Year of Culture activities taking place in each local authority between 2023-25.
  - v. Increase the sustainability and resilience of culture, sports, and heritage organisations, including CICs, co-operatives and non-profits.
- 2.4. The plan dovetails with existing Combined Authority schemes providing skills training and business support, including Skills Connect, Skills Bootcamp, and Enterprise West Yorkshire, and with current local authority creative industries skills and business support provision.
- 2.5. The programme is currently progressing through the Combined Authority's assurance process, seeking Combined Authority approval for delivery from Summer 2023.
- 2.6. We will look at a range of funding sources for this activity beyond Combined Authority funding. This includes from Heritage Lottery Fund, Arts Council England, Department for Digital, Culture, Media & Sport.

#### Delivery model

- 2.7. Our proposals will aim to deliver the following strands of activity:
- A. Freelancer and Micro-Business Support: building capacity of existing creative industries freelancer networks in each local authority, to bridge graduates into the network and provide a delivery vehicle for West Yorkshire Combined Authority skills and business support. Support will be modular, with core business modules delivered by Enterprise West Yorkshire, and additional sector-specific modules (music, screen, design, textiles, etc) and region-wide network-building activity procured and tailored according to needs analysis.
  - B. Year of Culture Knowledge Transfer: activities to sharing learnings and opportunities across each of the five West Yorkshire years of culture, cross-pollinate audiences, and provide a talent escalator for creative industries professionals working in production, improve accessibility, events, community engagement, EDI, carbon impact, marcomms and evaluation.
  - C. Creative Catalyst: A further iteration of the Creative Catalyst programme, which includes an accelerator, export strand, and mentoring. Earlier

iterations focused on the screen and games sectors; this iteration will be made available to the wider creative industries.

D. Mayor's Screen Diversity Programme: A further iteration of the programme, which provides training in the screen industries to people from underrepresented backgrounds.

E. (in 'do more' option) Sports and Heritage Support: a programme of activity to build resilience for asset-owning sports and heritage businesses and community groups (including CICs and non-profits), with modules on governance, business planning, revenue diversification, fundraising, volunteer management, carbon impact, EDI and safeguarding.

2.8. Delivery of strands B, C, D, and E will be procured through open tender.

2.9. Strand A will be delivered by making grants to local authorities to build capacity in an existing freelancer network within their local authority area, with core module business support provided by Enterprise West Yorkshire and needs analysis, sector-specific modules, and region-wide network building activities delivered via open tender.

2.10. During preparation of the business case, further consultation will be undertaken with local authorities, sector bodies, the Culture, Heritage and Sport Committee, BAME business and community groups, Higher Education, and freelancer/micro business networks.

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

3.1. A carbon impact assessment has been conducted during the development of this scheme.

3.2. Most of the activities within the proposed scheme are rated as having no impact or neutral impact. There are opportunities for positive impact to support knowledge-sharing and training on carbon reduction in year of culture activities, and in asset-owning sport and heritage organisations.

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

4.1. The scheme will support inclusive growth by diversifying the creative industries, culture, heritage and sports workforce, providing further opportunities for audience/market development within these communities.

4.2. The scheme will address the 'cost of living and doing business' crisis by enabling freelancers, micro businesses, SMEs and asset owning community groups, to diversify revenue streams and build resilience.

4.3. The scheme will capitalise on the opportunity presented by the Year of Culture activities planned in each local authority between 2023-25, building capacity for the region as a 'creative crucible' and a destination for inward investment.

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

- 5.1. An Equality Impact Assessment has been carried out as part of the scheme development. Protected characteristics, and socio-economic background, will be taken into account when developing each strand of delivery to ensure that they are accessible and inclusive.
- 5.2. There is a recognised lack of diversity within the Creative and Cultural sectors, which have been identified by the DCMS White Paper among the worst industries for social mobility. The creative and cultural sectors are predominantly white in terms of workforce, and so interventions focussed at increasing diversity must focus on increasing access to the sector for those from non-white backgrounds. Recruitment in these sectors is often conducted by word of mouth/informal practices, and this lack of diversity begets further lack of diversity. As such, our interventions will create pathways into the sector for underrepresented communities.
- 5.3. ONS Statistics indicate that the creative and cultural sectors have a workforce that features fewer people with disabilities than the national average. Poor working conditions and pay within the sector have a disproportionate impact on those with disabilities. As such, interventions based on increasing diversity within these sectors must include the removal of barriers to access for those with disabilities. This must also include removing barriers to access within training, business support, and progression to leadership positions.
- 5.4. The tender brief for each strand will include EDI targets, and require an action plan from the delivery partner on how to increase participation from people identified as under-represented in the sector in the EQIA.
- 5.5. The Mayor's Screen Diversity Programme has demonstrated that targeted interventions into skills training within the creative industries which have an EDI agenda front-and-centre can be effective in increasing the representation of women, transgender and non-binary people, ethnic minorities and people from lower social economic backgrounds in the workforce.

## **6. Financial Implications**

- 6.1. Between £1m-£1.5m will be requested for the scheme to be funded from the single investment pot for Investment Priority 6.
- 6.2. Strand B (Year of Culture Knowledge Transfer) will continue until April 2026. The other strands will complete by March 2025. There is currently no funding secured for these activities post March 2025, but we will consider options including sourcing other funds, or allocating further gainshare post April 2025.

## **7. Legal Implications**

- 7.1. If Local Authorities were to manage delivery of the programme in respective districts for Strand A activities, it is proposed that grant agreements will be put

in place between the Combined Authority and Local Authorities to allocate funds.

## **8. Staffing Implications**

8.1. Implications on staffing levels will depend on the final option chosen for progress. More detail on this will be produced in due course.

## **9. External Consultees**

9.1. No external consultations have been undertaken.

## **10. Recommendations**

10.1. That the Committee offers their views on the early development of the programmes outlined in this report.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

None.

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Report to: Culture, Heritage and Sport Committee

Date: 26 January 2023

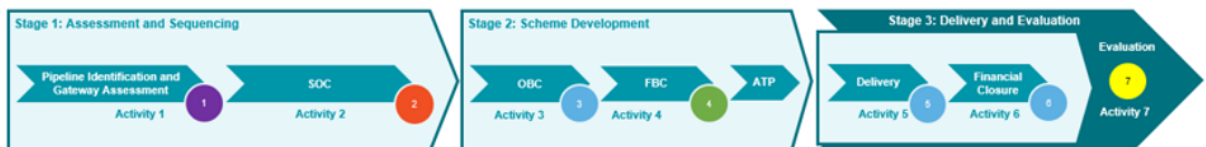
Subject: Project Approvals

Director: Melanie Corcoran, Chief Operating Officer

Author: Craig Taylor, Head of Portfolio Management and Appraisal

## 1 Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for projects under Investment Priority 6 – Culture, Creative Industries, Sport and Physical Activity, within the West Yorkshire Investment Strategy (WYIS), that have been considered at stages 1, 2 and 3 of the Combined Authority’s assurance process.



- 1.2 The Culture, Heritage and Sport Committee has delegated decision making authority approved by the Combined Authority on 23 June 2022. Where the Culture, Heritage and Sport Committee is asked to make an approval decision this will be highlighted in the summary table and made clear in the recommendations.
- 1.3 The recommendations can be found in Section 12 of this report.

## 2 Report

- 2.1 This report presents proposals for the progression of schemes through the Combined Authority’s assurance process in line with the Combined Authority’s Assurance Framework. Further details on the schemes summarised below can be found as part of this report.
- 2.2 For more detail on the Combined Authority’s Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.

### **3 Investment Priority 6 (IP6) – Culture, Creative Industries, Sport and Physical Activity**

3.1 The West Yorkshire Investment Strategy (WYIS) sets out the Investment Priorities for the period 1 April 2021 to 31 March 2024 across six areas. In each, a number of priority project / programme areas have been identified that are the focus for intervention.

3.2 Investment Priority 6 will deliver a range of programmes and schemes which focus on:

- Embedding culture within all place-based work and place planning
- Culture being recognised and developed for its role in supporting the visitor economy.
- Cultural and creative businesses and their supply chains are developed and supported to maximise their potential.
- More people being actively engaged in cultural activity.
- Increase in employment in culture, sport and arts roles
- Developing and promoting cultural activity that promotes clean growth and sustainability

3.3 The Culture, Heritage and Sport Framework will deliver Investment Priority 6 through:

#### **Theme 1 People**

- Culture, heritage and sport is threaded through the lives of people in West Yorkshire so that it is relevant, enjoyable and supports our sense of well-being. It is shaped, produced and participated in by all parts of our population.

#### **Theme 2 Place**

- We will invest in culture, heritage and sport activity and assets that tell the story of who we are.
- We will collaborate with anchor institutions, including universities and libraries, to increase cultural participation in our communities.

#### **Theme 3 Skills**

- We will invest in organisations and activities that offer training opportunities for staff, volunteers and participants.
- We will work with schools to promote possibilities and pathways for careers in the creative industries, heritage and sport sectors, and to recognise the value of transferable creative skills in the wider business sector.

#### **Theme 4 Business**

- Each major Year of Culture and/or City of Culture initiative grows audiences, creates jobs, and develops skills across the region, creating a sustainable cultural ecosystem.

## Scheme summaries

<p><b>LEEDS 2023 – Women of the World, Women of West Yorkshire</b> Leeds</p>	<p><b>Scheme description</b></p> <p>The Women of the World, Women of West Yorkshire scheme is a unique cultural project within the wider Leeds 2023 programme. The scheme aims to engage thousands of the region’s women, girls, and non-binary participants to promote gender equality in the construction industry. Over 10 months the Leeds 2023 programme will deliver a series of workshops and activities enabling participants to co-design a programme of events to champion and inspire creativity and innovation in women and girls.</p> <p>The scheme will take place across a range of venues (including activities such as workshops, training and engagement activities) and will culminate in the barn raising and two weeks of curated cultural activities on Cinder Moor. The barn raising will take place over a 24hr period, involving 300 participants on shifts of 50 at a time.</p> <p>The scheme is to be delivered through the Gainshare fund.</p> <p><b>Impact</b></p> <p>The scheme aims to:</p> <ul style="list-style-type: none"> <li>• Create an inspiring symbol of the imagination, creativity and innovation of women and girls across West Yorkshire that invites everyone to celebrate and participate in the possibilities of a gender equal world.</li> <li>• Upskill thousands of girls and women, especially in construction.</li> <li>• Change perceptions in and remove barriers to key sectors including construction.</li> <li>• Co-design a world class, inspirational programme of work within West Yorkshire’s girls and women, aiming to make genuine change for and with them in their region.</li> </ul> <p>No benefit cost ratio (BCR) figure was calculated for this cultural project therefore value for money (VfM) has not been determined.</p> <p><b>Decision sought</b></p> <p>Approval to proceed through decision point 2 to 4 (business justification case) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £1,500,000</p> <p>Total value of Combined Authority funding - £1,500,000</p> <p>Funding recommendation sought - £948,328</p> <p>A decision by the Culture, Heritage and Sport Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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## **4 Information**

- 4.1 The Combined Authority's assurance framework requires that formal approval is given to the following elements of a scheme as part of its development:
- The progression of a scheme through a decision point to the next activity.
  - Indicative or full approval to the total value of the scheme funding requested.
  - The Combined Authority's entry into a funding agreement with the scheme's promoter.
  - The assurance pathway and approval route for future decision points.
  - The scheme's approval tolerances.
- 4.2 This report provides information required to enable the Combined Authority to approve each of the above elements.

### **Projects in Stage 1: Assessment and Sequencing**

- 4.3 There are no schemes to review at this stage.

## Projects in Stage 2: Scheme development

<b>Project Title</b>	<b>LEEDS 2023 – Women of the World, Women of West Yorkshire</b>
<b>Stage</b>	2 (scheme development)
<b>Decision Point</b>	4 (full business case)

Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

### Background

- 4.4 As part of Leeds City Council’s bid to become a European Capital of Culture, Leeds Culture Trust was established as an independent delivery body for Leeds 2023. The Trust became a registered charity in 2019 and entered into a grant with Leeds City Council for over £12 million for development and delivery of the Leeds 2023 Programme.
- 4.5 Leeds 2023 differs to the usual ‘Year of Cultures’ that are seen across different cities. Leeds had been part of the bidding process to become a European Capital of Culture (ECoC). During 2017 Leeds Culture Trust was established as an independent delivery body for Leeds 2023. Following UK exclusion from the ECoC competition, the Trust became a registered charity in 2019 and entered into an over £10 million grant agreement (2019-2024) with Leeds City Council for development and delivery of LEEDS 2023 independently.
- 4.6 Leeds 2023 is a yearlong celebration of culture in the city that everybody can be a part of, promoted by Leeds City Council. It includes creative and cultural experiences to promote Leeds, celebrate the region locally, nationally, and internationally, and be a significant driver in recovery from the COVID-19 pandemic.
- 4.7 The WoW Barn is a major and nationally unique cultural project. The project is part of the wider Leeds 2023 programme and in July 2022 the Combined Authority agreed to fund £1,500,000 towards its delivery, including of all materials, staffing and building costs. The WoW Barn project aims to highlight the intrinsic value of women, girls, and non-binary citizens in today’s society and, as a focal point for this project, promote gender equality in the construction industry.

- 4.8 The WoW Barn will deliver a series of workshops and activities across a range of venues enabling participants to co-design a programme of extraordinary events (live events, workshops etc.) championing the creativity and innovation of women and girls.
- 4.9 The WoW Barn activity will culminate in the barn raising (over a 24-hour period) and 2 weeks of cultural activities on Cinder Moor. Delivery and preparation of the activities commenced in July 2022 with the barn raising set to take place in the last week in April 2023. Following this will be a major WOW - Women of the World Festival from the 12th – 28th May 2023 which has been designed via public consultation, to celebrate women, girls and non-binary people from across West Yorkshire. Discussions will be held on how the barriers they face can be overcome long term, all surrounded by music, dance, comedy and food by world class local artists.
- 4.10 The objectives of this scheme are:
- To create an inspiring symbol of the imagination, creativity and innovation of women and girls across West Yorkshire that invites everyone to celebrate and participate in the possibilities of a gender equal world.
  - To upskill thousands of girls and women, especially in construction.
  - To change perceptions in and remove barriers to key sectors including construction.
  - To co-design a world class, inspirational programme of work within West Yorkshire's girls and women, aiming to make genuine change for and with them in their region.
- 4.11 A summary of the scheme's business case summary is included in **Appendix 2**.

### **Tackling the Climate Emergency Implications**

- 4.12 The scheme tackling climate emergency implications are:
- LEEDS 2023 operates a Sustainability Policy, which is in the process of being developed into a Sustainable Action Plan. The Director of Programmes for LEEDS 2023 is a Climate Commissioner for Leeds and sits on the steering group for Sustainable Arts in Leeds (SAIL). SAIL is a core delivery partner for the Sustainable Action Plan, and an officer from SAIL is co-located in the LEEDS 2023 office to monitor progress of the Sustainable Action Plan over the lifespan of LEEDS 2023 and to deliver carbon literacy training to all staff.
  - The main carbon impact of the project will be the moving of materials, travel of participants to the barn on Cinder Moor, energy use at the barn for the two-week programme and then the decommissioning and storage/transport of the barn itself.
  - The WoW scheme has been assessed as part of a feasibility process undertaken by LEEDS 2023, in partnership with external consultants and experts. This has included a Sustainability Assessment. This assessment

included key recommendations on Power, Materials, Equipment and infrastructure, Transport, Haulage, Waste, and Food that will be taken forward into the delivery of the project.

- 4.13 A draft initial Carbon Impact Assessment (CIA) was completed as part of this business justification report submission. The initial assessment covers the build of the Barn itself. Carbon generated by transportation of materials, operational carbon, audience carbon from transport or dismantling and / or storage of the Barn post-delivery need to be included in the CIA throughout delivery and post-project evaluation. A full carbon impact assessment will be undertaken by SAIL as part of the development of the project and monitored by the Sustainability Impact Officer on LEEDS 2023's staff team.

### **Outputs and Benefits**

- 4.14 The scheme outputs and benefits include:
- 1,135 women and girls taking part in upskilling, training, and volunteering opportunities (including schools programme).
  - 2,000 women leading businesses will take part in the marketplace.
  - 8,000 women and girls will attend the programme and learn.
  - 500 women and girls in physical activity/ sports (potential for partnership with Park Run or with Leeds Marathon which will take place over the same period, and which will pass Cinder Moor).
- 4.15 A value for money (VfM) assessment has not been undertaken for this scheme. The value for money of this scheme therefore cannot be determined. However, the scheme is expected to have a positive impact for Leeds and the wider City Region.

### **Inclusive Growth Implications**

- 4.16 The scheme inclusive growth implications include:
- The scheme aims to provide young women and girls economic inclusion and confidence.
  - Leeds Inclusive Growth Strategy is based on 12 ideas. One is 'Maximising the Benefits of Culture'. The strategy says it will achieve this by supporting the city's ambitions to deliver a Year of Culture in 2023.
  - The scheme and subsequent festival places women as drivers of social and economic change by addressing their career, educational ambitions, leadership skills, entrepreneurship, safety, and mental wellbeing.

### **Equality and Diversity Implications**

- 4.17 A Leeds City Council Equality Diversity Cohesion and Integration (EDCI) screening has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

## Risks

4.18 The scheme risks include:

- Cost increases (materials, skills, labour, operational, maintenance and then the dismantling, moving and storage of the Barn post-delivery etc.) renders the project undeliverable within the allocated budget or the delivery needs to be scaled back. A contingency allowance specifically to cover the likely higher inflation rate has been allocated within the budget and Leeds Culture Trust are taking responsibility for any cost overruns.
- Lack of permissions (statutory permission required e.g., building control sign off, Temporary Event Notice) resulting in the project not being deliverable at the intended scale. This has been mitigated by producing a project timeline with dependencies shown to ensure permissions are applied for with ample time for appeal processes if necessary. The project team has also commenced early engagement with the Local Authority and statutory bodies to plan timelines for submission of permissions. A Planning and Feasibility group meets monthly bringing together relevant services from the local authority with Leeds Culture Trust production staff. It is noted that Leeds Culture Trust have stated they will fulfil all three CDM (Construction and Design Management) roles and Leeds Culture Trust also holds the indemnity insurance for the scheme.
- Untrained participants building a large structure leading to structural collapse of the barn resulting in a major incident, serious injury, death, or major reputational damage for the organisation. This will be mitigated by bringing a Structural Engineer on-board to assess the barn plans and the structure will go through the building control process for approval. Training and supervision will be provided for the un-trained participants from suitably qualified persons. A construction phase plan will also be produced allowing additional time and resources to cater for the un-skilled workforce and robust monitoring and management practices will be put in place.
- Availability of competent and appropriately skilled workforce to build and staff the barn structure leading to the structure not being completed in time meaning cancelled performances. This will be mitigated by building good relationships with suppliers (including skilled workforce suppliers) and commencing early engagement across a range of potential workforce suppliers to take place, including sponsors, partners, etc.
- Lack of legacy of the scheme. The Artist has intellectual property rights for the barn so any re-use will require their agreement. Currently there is no agreement and discussions are ongoing. The funding agreement with Leeds City Council may need to include provision of clawback if there is no legacy.
- Public support for the scheme due to the current cost of living crisis and from local residents due disruption (additional noise, traffic etc.) and the works required to Cinder Moor. This is being mitigated by consulting with local ward members, who are supporting the scheme.



## Costs

4.19 The scheme costs are:

- The total scheme costs are £1,500,000 The Combined Authority's contribution is £1,500,000 from the Gainshare fund - Investment Priority 6 - Culture, Creative Industries, Sport and Physical Activity.
- £551,672 has been previously approved to develop the business justification case. The Combined Authority will need to amend the funding agreement with Leeds City Council for expenditure of up to £1,500,00 from the Gainshare Fund.
- All liability for this scheme remains with Leeds 2023, including any costs and works needed for operational, maintenance and then the dismantling, moving and storage of the Barn post-delivery.
- The scheme is part of the wider LEEDS 2023 programme. The total (target) LEEDS 2023 programme budget is £21,000,000, with a cash contribution of £10,655,000 (gross) from Leeds City Council. The wider programme budget is not affected by this scheme.

## Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2,3 and 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Culture, Heritage and Sport Committee	26/01/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/05/2023

## Other Key Timescales

Other key timescales are:

- Recruitment of all contractors and technical staff – 16/12/2022
- Project launch – 20/02/2023
- On site prep – 24/04/2023 – 28/04/2023
- Barn raising – 30/04/2023 – 01/05/2023
- WoW Festival – 12/05/2023 – 28/05/2023
- Deconstruction and site repair – 29/05/2023 – 02/06/2023

## Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report.
Delivery (DP5) timescales remain within 3 months of those outlined in this report.
Legacy of the scheme to be agreed prior to project launch.
Outputs remain within -15% of those outlined in this report.

## Appraisal Summary

- 4.20 The scheme has the opportunity to deliver a meaningful impact on encouraging girls, women and non-binary people into the construction sector by participating in art, culture, and community building activities and workshops with a large public spectacle at its heart, with the potential to inspire and engage with people from across the region. However, during the course of scheme development, the project scope and project definitions have been amended since the previous approval, and the focus of the scheme has widened for additional art, culture, theatre and sport elements. Therefore, at this stage it is not fully clear what the full scope of the scheme is. Therefore, it is not possible to confidently predict the reach, impact or value for money of the barn raising which presents risk, specifically in terms of outcomes and value for money. A clear objective of the scheme is for it to be co-designed and co-created by public consultation with women and girls from across the West Yorkshire region, which is ongoing.
- 4.21 There therefore remains an outstanding question as to whether this scheme addresses the market failure of a lack of women in the construction industry due to the limited skills and training the scheme will provide. From a value for money perspective the preferred option is not the best option. The 'Do Less' option (WoW on a reduced scale with no barn-raising event) would have provided some valuable events, workshops and opportunities for girls, women and non-binary participants to be introduced to the construction industry at existing venues, at approximately half the cost of the preferred option. However, it is accepted that the preferred option provides a "spectacle" that will maximise engagement.
- 4.22 There is concern with regards the costs of the WoW barn and the possibility of cost increases (materials, skills, labour, operational, maintenance and then the dismantling, moving and storage of the Barn post-delivery etc.) that may affect the deliverability of the scheme, although a contingency allowance has been allocated and Leeds Culture Trust are taking responsibility for any cost overruns.
- 4.23 Confirmation of the legacy of the scheme is still outstanding. It is understood that the Artist has intellectual property rights for the barn so any re-use will require their agreement. Currently there is no agreement and discussions are ongoing. The funding agreement with Leeds City Council may need to include provision of clawback if there is no legacy.

- 4.24 There are legal and health and safety construction elements to address. The scheme promoter has confirmed that they are ensuring compliance with all legislation and have sought guidance from experts on these aspects, but concern still exists as Leeds Culture Trust are taking on all 3 Construction (Design and Management) Regulations roles for this scheme.
- 4.25 Public support for the scheme due to the current cost of living crisis and from local residents' due disruption (additional noise, traffic etc.) and the works required to Cinder Moor is a concern, although the promoter has consulted with local ward members, who are supporting the scheme.
- 4.26 The draft carbon impact assessment for this scheme only refers to the build of the barn, not the transportation of materials, operational use or decommissioning/storage of the barn. There are therefore concerns to the sustainability of the scheme, particularly as the legacy has not been agreed.

### **Recommendations**

- 4.27 The Culture, Sports and Heritage Committee approves that:
- (i) The LEEDS 2023: Women of the World, Women of West Yorkshire 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 £1,500,000 is given.
  - (iii) The Combined Authority enters into a funding agreement with Leeds City Council for the remaining expenditure of £948,328.
  - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

### **Projects in Stage 3: Delivery and Evaluation**

- 4.28 There are no schemes to review at this stage.

## **5 Tackling the Climate Emergency implications**

- 5.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

## **6 Inclusive Growth implications**

- 6.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

## **7 Equality and Diversity implications**

- 7.1 Equality Impact Assessments (EQIA) have been undertaken on all projects included in this report as part of their business case development.

## **8 Financial implications**

- 8.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

## **9 Legal implications**

- 9.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

## **10 Staffing implications**

- 10.1 A combination of Combined Authority and local partner council project, programme and portfolio management resources are, or are in the process of, being identified and costed for within the scheme in this report.

## **11 External consultees**

- 11.1 Where applicable scheme promoters have been consulted on the content of this report.

## **12 Recommendations (Summary)**

### **LEEDS 2023 – Women of the World, Women of West Yorkshire**

- 12.1 The Culture, Heritage and Sport Committee approves that:
- (i) The LEEDS 2023: Women of the World, Women of West Yorkshire 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 £1,500,000 is given.
  - (iii) The Combined Authority enters into a funding agreement with Leeds City Council for the remaining expenditure of £948,328.
  - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **13 Background Documents**

- 13.1 None as part of this report.

## **14 Appendices**

### **Appendix 1 - Assurance Framework**

### **Appendix 2 – LEEDS 2023 – Women of the World, Women of West Yorkshire – Business Case Summary**



## **Project Approvals**

### **Appendix 1 - Assurance Framework**

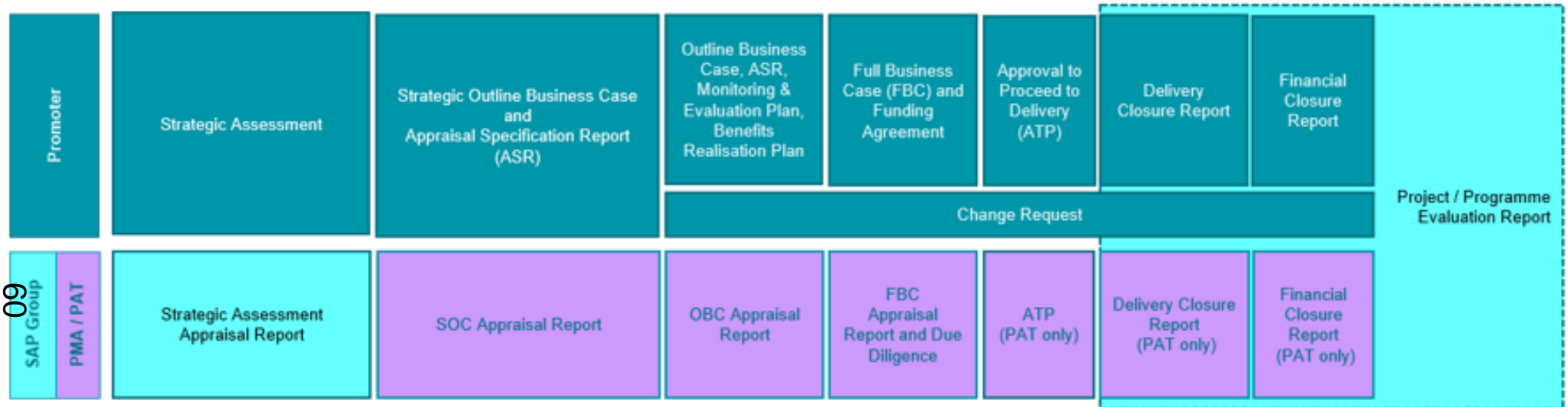
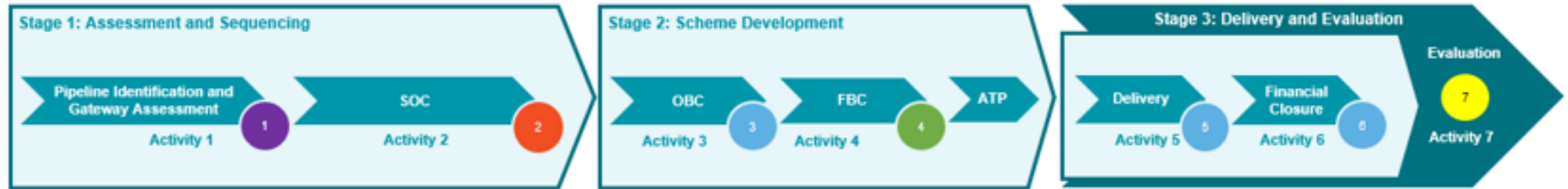
#### **1 Assurance Framework**

- 1.1 The Combined Authority's Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions and the West Yorkshire Investment Strategy (WYIS).
- 1.2 The Framework's focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the Leeds Enterprise Partnership (LEP) and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority and must be reviewed annually, as stipulated by Government.

#### **Assurance Process**

- 1.3 The process is flexible, in that each project or programme will be set a bespoke approval pathway and approval route to be followed. This may be to delegate decisions to a Committee, Managing Director (MD) etc. or it may be that certain decision point (activity) approvals are not required, or that bid documents to other government departments can be utilised. Furthermore, development costs can be funded at decision point 1 and beyond.
- 1.4 Approval is required at Combined Authority (CA) for all programmes and projects at least once in their lifetime and this is usually at decision point 2 (Strategic Outline Case). The Assurance Pathway and Approval Route is also set at this point.
- 1.5 At FBC (Decision Point 4), the Programme Appraisal Team (PAT) sets conditions that must be met before full approval of funding is given and the project has Approval to Proceed to Delivery (Activity 5).
- 1.6 In line with the revised Green Book, in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of the project. This might for example include, but not limited to, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use and / or supporting / accelerating housing development. The specific approach will be determined on a programme by programme basis as funding and investment streams come forward.
- 1.7 The Assurance Process is set out below:

# Assurance Process



KEY: ● Key Decision Point (CA Approval Required) ● Key Decision Point (Committee Approval may be required) ● Decision Point (Committee Approval may be required) ● Decision Point ● Reporting Point

## Stage 1: Assessment and Sequencing

- 1.8 Programmes / schemes will start to be developed through an ongoing dialogue with the Region's businesses, third sector and public organisations, in line with the West Yorkshire Investment Strategy (WYIS). Schemes will access funding through either a commissioning process or through open calls. Programmes / schemes will be assessed through a Strategic Assessment (an early-stage gateway check and challenge review) to determine if they are eligible to proceed (Decision Point 1).
- 1.9 If approved the scheme will progress to strategic outline case (SOC), where schemes will be expected to demonstrate a strategic fit in terms of project outcomes and set out their proposed approach to establishing value for money (VfM). At this stage, a long list of options will be considered with a shortlist being presented in the SOC. Consultation at this stage will be limited, but will be a key to the next activity, outline business case (OBC) in Stage 2. At this stage, funding may be sought to enable work to progress on the OBC. Schemes will also be required to submit an Appraisal Specification Report (ASR). It is at the end of this stage where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels (Decision Point 2).

## Stage 2: Scheme Development

- 1.10 If approved the scheme will progress to OBC unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The economic case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (decision point 3) as set out in the approval pathway and route approved at decision point 2.
- 1.11 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.
- 1.12 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an

officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

- 1.13 A Single Stage Business Case, called Business Justification, has now been introduced for transport and non-transport projects that are either below £2,000,000, low complexity, low risk and / or not novel or contentious. Although this is a single stage approval, replacing decision point 2 (SOC), decision point 3 (OBC) and decision point 4 (FBC), the remainder of the assurance process must still be followed.

### Stage 3: Delivery and Evaluation

- 1.14 Once a scheme gains FBC approval and the conditions set have been met, the scheme can progress into Activity 5 (Delivery).
- 1.15 Upon scheme completion, a Delivery Closure Report is required that details how the scheme has performed. This includes whether delivery has remained within the timeframes specified within the business case, has achieved the objectives of the scheme and associated outputs, documents what has been delivered and highlights the overall costs. The Delivery Closure Report will be presented for approval by the decision-maker (decision point 5) as set out in the approval pathway and route approved at decision point 2.
- 1.16 Following completion of Activity 6, the scheme will be required to submit a Financial Closure Report (Activity 6). The Financial Closure Report confirms the final costs for the scheme, ensuring all payments have been completed. The Financial Closure Report will be presented for approval by the decision-maker (decision point 6) as set out in the approval pathway and route approved at decision point 2.
- 1.17 The purpose of the Delivery and Financial Closure Reports is to assess the success of the scheme, identify best practice for future schemes, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future schemes.
- 1.18 Activity 7 (Evaluation) will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point as opposed to the previous decision points in the process and will be undertaken when the scheme is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall objectives set out in the SOC. Insights and learning intelligence from evaluation will also be fed back into policy and strategy in order to inform the design and development of future schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

## **2 Future assurance and approval route**

- 2.1 The tables for each scheme in the main report outline the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route



indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

### **3 Tolerances**

- 3.1 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to a Committee and/or the Combined Authority for further consideration.

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<b>Project Title</b>	<b>LEEDS 2023: Women of the World – Women of West Yorkshire</b>
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<b>Main Funding Programme</b>	Gainshare IP6 - Culture, Creative Industries, Sport and Physical Activity
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<b>Funding Applied for from the Combined Authority now</b>	£948,328
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<b>Total scheme costs</b>	£1,500,000
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## Scheme Description

LEEDS 2023 is a year-long celebration of culture that is for Leeds, with Leeds, and inspired by Leeds. The programme will deliver 12 signature events along with numerous creative experiences all over the city: from dance to architecture, poetry, sport, and sculpture. The programme will promote Leeds and the region locally, nationally, and internationally, celebrating the region as a great place to live, work, and visit.

This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor in the Headingley area of Leeds. The WoW construction will be built over a 24-hour period, using sustainable materials, by women, girls, and non-binary people, working alongside experts to promote women in the construction and design industry. The construction will then be used over two weeks for live events, professional networking, and other activities. Leeds Culture Trust are working collaboratively with Leeds City Council and the WoW (Women of the World) Foundation for delivery of this element of the LEEDS 2023 Programme.

## Business Case Summary

### Strategic Case

The project will engage with thousands of women, girls, and non-binary people to develop creative skills. It will focus on aspects of the construction and design industry, an area that has very low levels of women involved, working alongside experts to promote women in the construction and design industry.

This project supports objectives of the Combined Authority's Employment and Skills Policy, specifically:

- There are no barriers to people taking up, progressing and succeeding in learning and work, and where they are supported into good employment
- World class teaching and training provides flexible learning opportunities that align to the strategic needs of the local economy

and the Strategic Economic Framework through its stated priorities:

- Enabling inclusive growth
- Securing money and powers

It also contributes to the United Nation's 'Transforming our world: the 2030 Agenda for Sustainable Development, specifically:

- Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5 – Achieve gender equality and empower all women and girls
- Goal 8 – Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
- Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- Goal 10 – Reduce inequality within and among countries

### Economic Case

This project will form one of LEEDS 2023's 12 signature events and therefore will play a significant role in the overall economic impact of LEEDS 2023 across the West Yorkshire region in terms of skills development and visitor spend.

The scheme will bring benefits to West Yorkshire's visitor economy by attracting visitors from across the region and the UK. Collaboration with the internationally successful WoW Foundation is expected to bring a large online audience from across the world, providing inspiration as well as raising the profile of the West Yorkshire region.

### Commercial Case

Leeds Culture Trust operates under an agreed expenditure and procurement policy which sets out the organisation's approach to procurement of goods and services for operational purposes and artistic spend. The Trust is launching a preferred supplier scheme to deliver projects across the LEEDS 2023 programme. Project resources will be procured via this scheme.

Goods, services and work that will be procured include:

- Fees: creatives, artists, guest speakers, performers.
- Performances: infrastructure and delivery costs including production.
- Production: Signage and wayfinding, power, hires, lighting, sound, AV, rigging.
- Construction: Health and Safety, build materials, crewing, staffing, security, first aid.
- Engagement: Recruitment of participants, cost of 'Think ins', community engagement, work with young people, travel, skills and training programme.
- Marketing: Design, print, communications collateral, digital communications.
- Access: physical access, digital access, translation, interpretation.

As part of the feasibility process for the project, a legal assessment was undertaken, and the legal advice is integrated into the project delivery plan.

## Financial Case

The total scheme cost is £1,500,000. It will be funded through gainshare funding (IP6). Costs include allowance for programming, contingency, skills development/training activities, materials, venue and site costs, rigging and technical costs, marketing and communications (including broadcasting), staffing, access, security, PPE and first aid.

The Combined Authority's investment is underpinned by Leeds City Council's investment in LEEDS 2023 of £10,655,000 (of which £7,231,893 has been committed from the Council's core budget). As this scheme is a distinct project within the LEEDS 2023 programme, Leeds City Council's investment mitigates risk of overage.

LEEDS 2023, as a whole, is funded by multiple streams including Leeds City Council's investment, Arts Council England, National Lottery Heritage Fund, Paul Hamlyn Foundation, Esmée Fairbairn Foundation, other Trusts and Foundations, and corporate sponsorship.

## Management Case

This project will be delivered by Leeds Culture Trust and as a standalone project within the LEEDS 2023 Year of Culture programme. The project will be integrated into the framework for managing the LEEDS 2023 performance and investment including: City Readiness Board, Scrutiny Board (Resources and Environment) and a robust grant agreement with the Leeds Culture Trust Board.

Project risks will be managed through a robust risk management process including the above management framework and Leeds City Council's risk management. The scheme will benefit from a two stage evaluation plan, including immediate evaluation of the project to be delivered by the end June 2023 and the wider LEEDS 2023 Evaluation Framework which will capture the social and economic benefits of Year of Culture and its projects (to be delivered by end September 2024).

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**Report to:** Culture, Heritage and Sport Committee

**Date:** 26 January 2023

**Subject:** **Creative Catalyst – update for information only**

**Director:** Phil Witcherley, Director of Inclusive Economy, Skills and Culture

**Author:** Becky Collier, Programme Manager – Creative Catalyst

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this Report

- 1.1. To provide an update on the schemes in delivery and development which form part of the Creative Catalyst programme.

## 2. Information

- 2.1 The Creative Catalyst is a sector development scheme. Its core aim is to support the growth of the creative industries, collaborating with key stakeholders and working with partners to strengthen and bring the sector together in West Yorkshire. The scheme was developed following Channel 4’s relocation to Leeds and its broadcaster commitment to increase commissioning in the Nations and Regions. The following schemes have been developed under the Creative Catalyst, to support the region’s businesses to grow and thrive.

### Indielab West Yorks: Creative Accelerator

- 2.2 The Accelerator is continuing to be delivered to 26 businesses from TV and Games with the focus on boosting business growth and productivity, promoting ambitious creative ideas and enhancing understanding of investment, distribution and innovation.

- 2.3. A final progress report is due in March 2023 when the programme is due to end and this will evaluate the Key Performance Indicator's (KPI's) on the scheme, including; turnover increase (average of £150k per participant business); new commissions or products brought to market (5-10 in each cohort); new distribution deals (1-2 within 12 months (TV cohort only)); securing external investment (£1-1.5m across the cohorts), this includes equity investment, and project investment for games.

#### Indielab Export Labs

- 2.4. Export Labs is continuing to be delivered to 30 businesses from the wider creative industries including TV, Games, Arts and Culture and includes a blended, bespoke and intensive export programme to help them generate income revenues from the highly profitable export markets and assist them with exporting their content internationally.
- 2.5. A final progress report is due in May 2023 when the programme is due to end and this will evaluate the KPI's on the scheme, including; delivering an export action plan for each participant business; targeted meetings with buyers/publishers/distributors for each participant business; in-market focused activities including MIPCOM, 'Meet the TV Distributors' market hall event and Gamescom.

#### Mentoring scheme – "Next Level"

- 2.6. The Mentoring scheme, Next Level, is supporting individuals/mentees working in mid-level roles in TV production and Games who are looking to progress to a more senior position in the industry.
- 2.7. Screen Yorkshire has been successful in securing the contract and they are partnering with Game Republic to deliver Next Level. Launched in December 2022, activity commenced in early January following the successful recruitment of 20 mentees and industry-expert mentors. Next Level will run to May 2023 where mentees will each have a career action plan, a minimum number of hours of support delivered to them and this will include training sessions, seminars and workshops to help them develop key skills as well as networking and industry specific events.

#### Creative Collectives

- 2.8. The aim of this fund is to provide financial support to creative events, to enhance the vibrancy of the region's creative industries ecosystem, engaging with disadvantaged communities and individuals ensuring the creative sector makes steps to become more permeable for individuals from diverse backgrounds.
- 2.9. The fund is now due to be launched in the New Year and applications will be welcomed from community events where support will help disadvantaged communities to grow and networks to develop and thrive across West Yorkshire.



- 2.10. Packages of support will be up to approximately £5,000 per application and a marketing campaign will be launched to promote this once the fund is live. Full details will be shared with Committee Members once the fund is launched.

#### Creative Industries Showcase

- 2.11. The Creative Industries Showcase launch event which was held in December at the National Media Museum, Bradford, was a huge success with over 100 delegates in attendance.
- 2.12. The Showcase document profiles the significant strengths of the diverse and innovative businesses, organisations and talent operating in West Yorkshire's creative sector and highlights opportunities for partnership and investment with UK and international audiences across a broad range of areas. These are represented in our document and include; TV, film and music; gaming and interactive experiences; design and publishing; dance and theatre; and heritage and cultural institutions including arts and museums.
- 2.13. The Mayor gave a special thanks to the amazing speakers, which included; Mark Roberts, Chair of Leeds City Region Enterprise Partnership (LEP); Federico Bonelli, Artistic Director at Northern Ballet; Chloe and Abigail Baldwin, Founders and Co-Directors at Buttercrumble; Fatima Patel, Managing Director at RF Media & Publishing and Editor of Asian Stand; Shanaz Gulzar, Creative Director of Bradford 2025; Iain Bundred, Head of Public Policy UK & Ireland at YouTube; Suman Hanif, Writer Producer, and; Councillor Susan Hinchcliffe, Leader of Bradford Council.
- 2.14. There was also an incredible performance from Explosive\_UK, an inspiring dance act from Leeds City College and music from two talented students from Leeds Conservatoire, including Brandon Thorley, folk guitarist and Theresa Terzonie, folk/pop singer/songwriter specialising in Avante-Garde folk and popular music.

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

- 3.1. The Creative Catalyst is providing benefits to tackling the climate emergency, with participant businesses' carbon emissions reducing over time, for example in their supply chains via sustainable business models. A key theme across the schemes has a focus on providing a sustainable future.

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

- 4.1. There are inclusive growth implications relating to the Creative Catalyst schemes in delivery. The Accelerator and Export Labs schemes have specific outputs around economic growth including increase in turnover in the participant businesses through a number of targets including increased commissions, distribution deals and content being sold abroad. The Mentoring scheme has direct targets relating to skill development with career tracking of participants and work placements. Creative Collectives will look to grow the

creative industries ecosystem, creating opportunities for individuals to progress across the sector through the networks developed and grown through the fund.

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

- 5.1. Equality, Diversity and Inclusion impact measures have been developed to provide outputs against each of the above schemes, ensuring proactive engagement with our disadvantaged communities and providing positive future progression.
- 5.2. For the Accelerator and Export Labs, the following participation figures have been recorded, highlighting the number of businesses on both programmes looking at ethnicity, gender and disability, as follows:
  - BAME (Black, Asian and minority ethnic): 20%
  - Female-led: 41%
  - Disabled: 13%
- 5.3. Further steps are being taken to increase participation across these impact measures by engaging with the sector and networking groups and recruiting from across all 5 West Yorkshire districts to enable maximum uptake from our diverse communities.
- 5.4. For the Mentoring scheme, there is a strong focus on diverse talent to assist those from underrepresented backgrounds to seek support from relevant industry figures to support their career progression. Individuals have been recruited through community engagement including Employment Hubs and outreach to ensure equality and diversity targets are met.
- 5.5. For Creative Collectives, the main aim of the fund is to engage with disadvantaged communities and individuals to ensure that the creative sector makes steps to become more permeable for individuals from diverse backgrounds and grow the ecosystem.

## **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. That the Committee notes the updates on the Creative Catalyst programme.

## **11. Background Documents**

11.1. There are no background documents referenced in this report.

## **12. Appendices**

12.1. Appendix 1: link to the Mentoring scheme, "Next Level"  
<https://www.screenyorkshire.co.uk/skills-and-talent/next-level/>.

12.2. Appendix 2: link to the creative industries webpage which contains our digital Creative Industries Showcase and the showreel video which was played at the event; <https://www.westyorks-ca.gov.uk/growing-the-economy/business-and-skills/creative-industries-showcase/>.

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