

## **BUSINESS, ECONOMY AND INNOVATION COMMITTEE**

**MEETING TO BE HELD AT 2.00 PM ON WEDNESDAY, 26 JULY 2023  
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON  
STREET, LEEDS, LS1 2DE**

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

Please note that this meeting will be filmed for live or subsequent broadcast via the Combined Authority's internet site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. Generally, the public seating areas will not be filmed; however, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting. If you have any queries regarding this, please contact Governance Services on 0113 251 7220.

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSEABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 29 MARCH 2023**  
(Pages 1 - 8)
- 5. CHAIR'S UPDATE**
- 6. GOVERNANCE ARRANGEMENTS**  
Lead Director: Alan Reiss, Lead Author: Caroline Allen  
(Pages 9 - 18)
- 7. ECONOMIC UPDATE**  
Lead Director: Alan Reiss, Lead Author: Thomas Purvis  
(Pages 19 - 24)
- 8. ECONOMIC STRATEGY AND EDI PLAN**  
Lead Director: Phil Witcherley, Lead Author: Jo Barham

(Pages 25 - 72)

**9. INVESTMENT ZONES**

Lead Director: Liz Hunter, Lead Author: Mitchell McCombe

(Pages 73 - 78)

**10. FAIR WORK CHARTER**

Lead Director: Phil Witcherley, Lead Author: James Flanagan

(Pages 79 - 116)

**11. DEVELOPMENT AND DELIVERY**

Lead Director: Phil Witcherley, Lead Author: Louise Allen

(Pages 117 - 132)

**For Information**

**12. DATE OF THE NEXT MEETING**

The date of the next meeting will be Wednesday 1 November 2023.

**Signed:**



**Managing Director  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
BUSINESS, ECONOMY AND INNOVATION COMMITTEE  
HELD ON WEDNESDAY, 29 MARCH 2023 AT COMMITTEE ROOM 1,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

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**Present:**

Andrew Wright (Deputy Chair)	Private Sector (LEP Board)
Councillor Jane Scullion	Calderdale Council
Councillor Eric Firth	Kirklees Council
Councillor Lisa Martin	Leeds City Council
Fara Butt	Private Sector (Representative)
Asma Iqbal	Private Sector (Representative)
Simon Langdale	Private Sector (Representative)
Karl Oxford	Private Sector (Representative)
Richard Paxman	Private Sector (Representative)
Mandy Ridyard	Private Sector (Representative)
Alan Williams	Private Sector (Representative)
Simon Wright	Private Sector (Representative)
Sue Cooke	Advisory Representative (Huddersfield University)
Dr Peter O'Brien	Advisory Representative (Yorkshire Universities)

**In attendance:**

Philip Witcherley (Interim Director)	West Yorkshire Combined Authority
Louise Allen (Officer)	West Yorkshire Combined Authority
Sarah Bowes (Officer)	West Yorkshire Combined Authority
Myles Larrington (Officer)	West Yorkshire Combined Authority
Mitchell McCombe (Officer)	West Yorkshire Combined Authority
Thomas Purvis (Officer)	West Yorkshire Combined Authority
Joshua Rickayzen (Officer)	West Yorkshire Combined Authority
Henry Rigg (Officer)	West Yorkshire Combined Authority

**1. Apologies for absence**

Apologies for absence were received from Councillor Shabir Pandor (Chair), Councillor Alex Ross-Shaw (Bradford Council), Councillor Michael Graham (Wakefield Council), Councillor Ashley Mason (City of York Council), private sector representatives, Martin Booth, Deb Hetherington, Amir Hussain, Paul Price, Philip Wilson, Simon Wright, advisory representatives Professor Nick Plant (Leeds Universities), Palvinder Singh (West Yorkshire Consortium of Colleges), Lee Viney (Innovate UK), Neville Young (Yorkshire & Humber

Academic Health Science Network) and observer, Dr Martin Stow.

In the absence of the Chair, the meeting was chaired by the Deputy Chair, Andrew Wright.

## **2. Declarations of Discloseable Pecuniary Interests**

Karl Oxford declared an interest in Item 8, he advised the committee he has a connection with Lloyds Bank.

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

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

## **4. Minutes of the Meeting held on the 24 January 2023**

**Resolved:** That the minutes of the meeting of the Business, Economy and Innovation Committee held on 24 January 2023 be approved.

## **5. Chair's Update**

The Chair commenced the proceedings by observing that the meeting of the Business, Economy and Innovation Committee was taking place during the pre-election period. He announced this as a formality, while noting that he did not think this would be likely to impact the proceedings of the committee as members work together on a cross-party basis to support the business community within West Yorkshire.

The Chair further observed that, on 15th March 2023, the Chancellor of the Exchequer, The Rt Hon Jeremy Hunt MP, presented his Spring Budget to Parliament. This included the announcement that West Yorkshire will become home to a new £80 million pound investment zone. The Combined Authority is currently waiting for guidance from government on how the mechanics of this will function. In the meantime, officers have been undertaking discussions with various stakeholders on how best to maximise the opportunities arising from this new investment zone.

The Chair also provided the committee with an update on the recent changes to the LEP Board. He noted that members of the committee had previously discussed this issue, so they were aware of the changes happening around the country. The Combined Authority has subsequently implemented the changes that have been recommended by government. He observed that this now requires LEP's to have a mix of local authority members and private sector representatives, which is something the Combined Authority has already implemented for some time. The Chair indicated he was pleased that this local model is now being pushed as a model of what the rest of the country should be implementing. He observed that LEP Board recruitment has also commenced, as members might be interested in applying for the position of Chair.

In relation to the West Yorkshire Plan and Economic Strategy, the Chair noted

that the feedback from members of the Business, Economy and Innovation Committee at the last meeting has been incorporated into these documents which have been restated as five missions. The Chair noted that this is a similar approach to that taken by the Manufacturing Taskforce which is useful in ensuring these plans come across as more compelling.

The Chair observed that work on the Economic Strategy is ongoing and this will be aligned with the five missions. He also requested that a future meeting of the Business, Economy and Innovation Committee should examine the West Yorkshire Investment Strategy as this is a sister document which helps guide a considerable amount of levelling up funding.

The Chair noted that it was the last meeting which the Interim Head of Trade and Investment, Henry Rigg would be attending after being involved with the committee over the past eleven years. He offered his thanks to Henry for all his incredible work over this period. The Chair also observed that this would be his last meeting due to him reaching his respective term limit as a private sector member. He noted the importance of the role of the Chair and Deputy Chair in helping to convene the committee. The Chair then invited members to consider if they might wish to apply for the Deputy Chair position once the recruitment process commences.

## **6. Evidence Report**

The Committee received an Evidence Report which outlined the latest economic and business intelligence, particularly relating to the cost of living and doing business, as well as the Spring Budget.

Officers noted that the Spring Budget was held on 15th March, where the following key announcements and observations were made:

- The Energy Price Guarantee scheme will continue to be frozen at current levels for the next 3 months. At the same time, the £400 rebate will be withdrawn, instead to be replaced by more means-tested support. This £400 withdrawal will push up to a further 32,000 West Yorkshire households into fuel poverty.
- The Government will introduce a new programme to support people with disabilities and long-term sickness into work. Of the 344,000 economically inactive people in West Yorkshire, 80,000 are inactive due to long-term sickness, and a further 6,400 are due to short-term sickness.
- The Government will provide £4.1 billion by 2027-28 to deliver 30 hours a week of free childcare for eligible working parents of children aged 9 months up to 3 years in England, where eligibility will match the existing three to four-year-old 30 hours offer.
- The Government is maintaining the level of Fuel Duty at the current level, including the extension of the 5p cut, costing £5 billion in 2023/24 and estimated to save the average driver £200. Within West Yorkshire, 74% of households have at least one car, up from 71% in 2011.
- Businesses in the Film and high-end TV industry will be eligible for a credit rate of 34% and animation and children's TV will be eligible for a rate of 39%.

- R&D tax relief for the largest companies will increase from 13% to 20% from 1 April 2023.
- The UK economy will avoid a technical recession – but only just. Q1 2023 GDP growth is forecast to be -0.4%, and 0.0% in Q2.
- Real Household Disposable Income (RHDI) per person – a measure of real living standards – is expected to fall by 5.7% between April 2022 and March 2024. Whilst this is 1.4 percentage points less than was forecast in November, this is still the largest two-year fall in living standards since records began in 1956-57.
- In order to bring CPI inflation back to its 2% target, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 in favour of raising the Bank Rate from 3.5% to 4%.

Officers indicated to members of the committee that work is ongoing to establish a data dashboard which is in the process of being built. The dashboard will include a variety of business data and economic metrics which will be used to monitor and evaluate growth within the West Yorkshire region.

Members made the following observations:

- They expressed a desire for the dashboard to include data on long term issues such as productivity and innovation, especially around R&D investment, as this will help to clarify how these metrics are changing on an annual basis.
- Members also emphasised the importance of ensuring the dashboard metrics include data on the profile of businesses, especially startups, to enable the Combined Authority to assess their longevity. It was noted that a key metric of this is sales data.
- A collective view was expressed that the dashboard should include arrows which indicate the ways in which the data is changing once it is regularly updated.
- It was observed that companies have many means of survival, particularly through the insolvency process. Members felt that the dashboard should include data on the liquidation or ceasing of companies where the employees have retained their jobs by entering insolvency. It was noted that going into administration can allow many businesses to survive and prosper after restructuring has occurred, which is why such granular detail can be useful.
- One member enquired why the Mid Yorkshire Chamber has not been included in the list of stakeholders consulted as part of this process. The Interim Director Inclusive Economy, Skills & Culture indicated that his understanding was that the West and North Yorkshire Chambers undertake this work on their behalf.
- Members asked if the amount of investment from investment houses to the region could be added to the measures included within the dashboard.

**Resolved:** That the Committee noted the latest intelligence around the West Yorkshire economy and members offered feedback on the asks of government.

## **7. Innovation Finance & Regional Investment Vehicles**

The Committee considered a report on the overview of innovation finance policy development which outlined proposals relating to Northern Gritstone. The report outlined that:

- Innovation finance is a fundamental tool to support high-potential and IP-rich businesses to grow and scale. Traditionally, SMEs have access to three forms of finance to grow their companies – debt, grants, and equity. Each option has various setbacks. To resolve this challenge, the West Yorkshire Innovation Framework, approved by the Combined Authority in 2021, outlined a priority around innovation finance availability.
- Northern Gritstone have approached the Combined Authority to contribute to the latest round of investment calls. It is proposed that the Combined Authority will invest £1.5 million into Northern Gritstone.
- This investment will be used to provide venture capital to university spinouts (60-70% of funds) as well as high-growth startups outside of universities (30-40% of funds) across the West Yorkshire, Greater Manchester and South Yorkshire regions. It will include a focus on a series of high-growth sectors such as clean tech; software, digital and AI; electronics, materials and manufacturing; and life sciences and biosciences.

Members made the following observations:

- Members expressed a desire to see efforts undertaken to ensure that universities which are not formally part of Northern Gritstone are included in the investment plans to ensure these funds are spread equitably across the West Yorkshire region.
- It was emphasised that any investment should be aligned with the regional provision of business accommodation space to ensure that scale ups are possible where existing buildings need have vacant spaces.
- It was noted that funding routes for women and ethnic minorities are vital to ensure that investors look like the companies and businesses that are seeking funding and can relate to the challenges they face.
- It was observed that demand can stop businesses growing and that supply chain provision is essential to existing businesses. The Combined Authority should be working to create additional demand at the time as spending capital investment to help establish new businesses.

### **Resolved:**

- i. That the Committee noted the progress on the policy development relating to innovation finance; and
- ii. The Committee noted the decision made by the Combined Authority to invest £1.5 million into Northern Gritstone.

## **8. Equality, Diversity and Inclusion in Business Support**

The Committee considered a report on Equality, Diversity and Inclusion (EDI) in Business Support. The report outlined the following:

- West Yorkshire is one of the most diverse regions in the country. Our diversity is a huge strength and opportunity for our region's economic growth. Ethnic minority businesses are 6 percentage points more likely to introduce a process innovation than non-ethnic minority businesses, and 11 percentage points more likely to introduce a product innovation.
- As such, the Combined Authority can make the link between ethnic minority entrepreneurship and its enhanced potential for increasing productivity.
- It is proposed that the Combined Authority develops a strategy and action plan to better ensure business support activity meets the needs of specific under-engaged groups.

Members made the following observations:

- It was observed that businesses within West Yorkshire should continue to be encouraged to have programmes to increase female and ethnic minority representation and that apprenticeship programmes and employee engagement should be required before the Combined Authority will invest in a business.
- Members emphasised that it is important to utilise the strengths of ethnic minority businesses in offering connections to other countries with the potential to expand international trade. This can also allow for more positive growth and opportunities within the region that can filter through to disadvantaged communities.

**Resolved:** That the Committee endorsed the approach to develop an EDI strategy for the Business Support function within the Combined Authority.

## **9. Business support principles and Business West Yorkshire**

The Committee considered a report which provided an update on the development of the Combined Authority's new Growth Service offer (working title Business West Yorkshire) service, funded via Gainshare. The report outlined the following:

- 'Business West Yorkshire' is the Combined Authority's overarching business support infrastructure, due to begin delivery in April 2023.
- The aim of the evolved service is to simplify the whole business support landscape for SMEs in the region, with a single point of contact, consistent audience focussed branding, an improved website, and user experience. The new service will continue to be delivered in partnership across all five Local Authorities.
- New business support offers delivered or commissioned by the CA will be funded through the Single Investment Fund (which includes gainshare and UK SPF)

Members made the following observations:

- It was enquired whether the new UK subsidy control regime will differ greatly from that which preceded it. Officers responded that the new framework does offer more flexibility in some respects, but that it is still necessary to be mindful of this and ensure the impacts are captured over time.
- One member expressed the view that schemes which offer funding to businesses should include a requirement for a gradual clawback of funding if productivity improvements are achieved within a specified period as businesses impacted by this provision will already be generating high profits.
- A strength of the Combined Authority has been the investment in the manufacturing sector. Members expressed a desire to see more data on what has worked and where more targeted support can be offered in future.

**Resolved:**

- i. That the Committee noted the activity currently underway.
- ii. The Committee provided feedback on the approach to more targeted business support in the new wave of programmes.

**10. Inward Investment Strategy**

The Committee considered a report which provided an update on the key inward investment achievements in 2022/23.

The report outlined several performance indicators which set out the achievement against the core KPIs for the Combined Authority's Trade and Investment service in the current financial year. Several inward investment projects are expected to land this month and these will be reported subsequently to the Committee. The report also set out several examples of where the Combined Authority has supported a number of new businesses to invest and grow in the region.

Members made the following observations:

- It is important that the input of university alumni is sought to ensure the Combined Authority can make use of their knowledge and connections to help benefit the whole region.
- Further efforts should be made to make use of the connections that ethnic minority communities have with similar diasporas in other countries. This can present opportunities to make vital business connections in other parts of the world such as the Middle East and attract inward investment to West Yorkshire.
- Businesses with foreign direct investors are often very Leeds centric in approach. Members agreed that it is good to get foreign direct investment via these companies into Leeds, but this must be followed up with action to present them with opportunities for further investment in the wider West Yorkshire region to help balance out future growth potential.

**Resolved:**

- That the Committee noted the CA's key inward investment achievements in 2022/23; and;
- ii. The Committee supported the need for a new inward investment strategy for 2023/24 onwards and provides input on the proposed areas of focus for the strategy.

**11. Growing Places Fund**

The Committee noted a report for information which updated members on the progress in committing loans through the Growing Places Fund (GPF). The report outlined the following:

- The Growing Places Fund (GPF) is a began in 2012 with a £35.5 million allocation from Government.
- The Fund offered loans to support projects that required additional capital funding to deliver jobs and economic growth and to unlock stalled developments post-recession, generally within a timescale of five years or less.
- The Fund was open to all businesses and organisations of any size based in or looking to invest in the Leeds City Region.
- Over the lifetime of the programme, the Local Enterprise Partnership (the LEP) and former Business Investment Panel, has made 15 investments using GPF capital. Of the 15 investments, 8 projects have completed successfully and 4 are still underway. 3 projects did not complete and investment therefore will not be returned in part or in full.

**Resolved:** That the Committee noted the update on GPF repayments and changes to GPF Loans 209.

**12. Director's Closing Remarks**

The Interim Director of Inclusive Economy, Skills and Culture proposed a note of thanks to the Deputy Chair for his hard work over the last nine years in supporting the work of the committee. The Interim Director wished the Deputy Chair well for the future, as he had reached the end of his permitted tenure in office as a private sector representative.

**13. Date of the Next Meeting**

It was noted that the next meeting of the Business, Economy and Innovation Committee was scheduled to be held on 26 July 2023. This was subject to the approval of the proposed Calendar of Meetings 2023-24 at the Combined Authority's Annual Meeting in June.



**Report to:** Business, Economy, and Innovation Committee

**Date:** 26 July 2023

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

**Director:** Alan Reiss, Chief Operating Officer

**Author:** Caroline Allen, Head of Legal and Governance Services

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## 1. Purpose of this report

- 1.1 To advise the Business, Economy, and Innovation Committee of the governance arrangements approved by the West Yorkshire Combined Authority (the Combined Authority) at the Annual Meeting on 22 June 2023 in respect of the committee.

## 2. Information

- 2.1 At the Annual Meeting on 22 June 2023 the Combined Authority resolved to appoint the Business, Economy, and Innovation Committee on the **terms of reference** attached at **Appendix 1** to this report.
- 2.2 The **quorum** of the Committee is 3 voting members to include 2 Combined Authority members or Local Authority co-optees.
- 2.3 The Combined Authority also appointed Councillor Shabir Pandor as Chair of the Committee. The Deputy Chair position is ordinarily held by a LEP Board member but is currently vacant. However, a recruitment exercise is underway for LEP Board members following which it is anticipated one or more appointments will be made onto this Committee.

2.4. A table showing the Committee's membership is attached as **Appendix 2**, the table also sets out the voting arrangements across the different sectors of membership.

2.5 The Combined Authority also agreed meeting dates for the Committee, as follows:

- 26 July 2023
- 1 November 2023
- 31 January 2024
- 12 March 2024

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

3.1 The terms of reference require this, and all committees, to promote tackling the climate emergency implications in its actions.

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

4.1 The terms of reference require this, and all committees, to promote inclusive growth in its actions.

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

5.1 The terms of reference require this, and all other committees, to consider equality and diversity in its actions and decision making.

5.2 The diversity of the committee will be kept under review and steps will be taken, in future recruitment campaigns, to ensure as far as possible that the membership is representative of the population we serve.

### **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 Business, Economy, and Innovation Committee notes the governance arrangements approved by the Combined Authority at the Annual Meeting on 22 June 2023.

## **11. Background Documents**

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

## **12. Appendices**

Appendix 1: Terms of Reference for the Business, Economy, and Innovation Committee

Appendix 2: Membership Table

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## Part 3

### Section 2.3 - Terms of Reference

#### Business, Economy and Innovation Committee

The Business, Economy and Innovation Committee is authorised:

1. To carry out any Non-Mayoral Function<sup>1</sup> of the Combined Authority relating to **business, the economy and innovation**<sup>2</sup> including:
  - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
    - approving, amending or revoking any policy, investment priorities, strategy or plan,<sup>3</sup>
    - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan.
  - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
  - c) submitting bids for devolved and other funding,
  - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
  - e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework<sup>4</sup>, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):

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<sup>1</sup> Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009.

<sup>2</sup> This includes business growth and productivity, business support, innovation, digital, trade and inward investment.

<sup>3</sup> With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

<sup>4</sup> Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

- making a decision to progress the scheme<sup>5, 6</sup> or
- making any recommendation to the Combined Authority<sup>7</sup> or the Mayor<sup>8</sup> about progressing the scheme, and
- reviewing the scheme's impact.

with the **exception** of

- any function which requires a Statutory Consent<sup>9</sup> where that consent has yet to be given<sup>10</sup>,
  - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination<sup>11</sup>, or
  - any function which is reserved to the Combined Authority<sup>12</sup>.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on, business, the economy or innovation.
  3. To advise the Mayor in respect of any Mayoral General Function<sup>13</sup> which relates to, or impacts on, business, the economy or innovation.
  4. To liaise with the Employment and Skills Committee to secure good jobs, skills and training and ensure good employment.
  5. To promote, in collaboration with other committees,
    - equality and diversity,

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<sup>5</sup> including determining change requests

<sup>6</sup> with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority.

<sup>7</sup> or to any other committee or relevant officer with delegated authority to make the decision.

<sup>8</sup> The Mayor will determine any aspect of a scheme which is a Mayoral Function

<sup>9</sup> These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

<sup>10</sup> In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent.

<sup>11</sup> The 2021 Order provides that these matters require the support of the Mayor.

<sup>12</sup> The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan.

<sup>13</sup> Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

- inclusive growth,
  - tackling the climate emergency, and
  - the strategic alignment of the Combined Authority’s policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee<sup>14</sup>.

Document version control	
<b>Municipal Year:</b>	2023-24
<b>Version:</b>	1 – 23/24
<b>Document approved by:</b>	The Combined Authority
<b>Date:</b>	22 June 2023
<b>To be of effect from:</b>	22 June 2023

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<sup>14</sup> That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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## APPENDIX 2: Membership Table

	<b>CA Members</b> (Voting)	<b>Local Authority Co-optees</b> (Voting except for York co-optee)	<b>LEP Board Members</b> (Non-voting except where Deputy Chair)	<b>Private Sector Representatives</b> (Non-Voting)	<b>Advisory Representatives – ex-officio</b> (Non-Voting)
<b>Business, Economy and Innovation Committee</b>	Shabir Pandor (Portfolio Holder)	<b>Bradford:</b> Alex Ross-Shaw (L) <b>Calderdale:</b> Sarah Courtney (L) <b>Kirklees:</b> Eric Firth (L) <b>Leeds:</b> Lisa Martin (L) <b>Wakefield:</b> Deb Nicholls (L) <b>York:</b> Peter Kilbane (L)	Mandy Ridyard (Manufacturing)	Fara Butt (Manufacturing) Deb Hetherington (Digital/Property) Asma Iqbal (Professional services) Simon Langdale (Engineering) Karl Oxford (Third Sector) Richard Paxman (Manufacturing) Paul Price (Digital) Bobby Thandi (Digital) Alan Williams (Textiles/ Manufacturing)	<ul style="list-style-type: none"> <li>• Yorkshire Universities; Director (Peter O'Brien)</li> <li>• Leeds City Region Universities; 2 reps at Pro-Vice Chancellor level (Prof Nick Plant &amp; Sue Cooke)</li> <li>• WY Consortium of Colleges; FE Rep (Palvinder Singh)</li> <li>• Innovate UK; Regional Manager (Lee Viney)</li> <li>• Health-tech/Digital Health; Rep (Neville Young)</li> <li>• Department for International Trade; Regional Director for Yorkshire &amp; Humber (Vacancy)</li> <li>• West Yorkshire Business Groups (Barney Mynott)</li> </ul>
<b>Chair:</b> Shabir Pandor  <b>Deputy Chair:</b> to be confirmed					

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**Report to:** Business, Economy and Innovation Committee

**Date:** 26 July 2023

**Subject:** **Economic Update**

**Director:** Alan Reiss, Chief Operating Officer

**Author:** Thomas Purvis, Economic and Transport Analysis 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 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 inform members of the BEIC of the most up-to-date and relevant economic information.

## 2. Information

### Macroeconomy

- 2.1 The Monetary Policy Committee increased interest rates from 4.5% to 5% in June, after the Committee voted 7-2 in favour of the rate rise. The expectation is for future rate rises, potentially leaving rates between 6% and 6.5%. This is having an impact on household budgets. For instance, the mean rent in West Yorkshire in March 2022 was £697. This had increased to £771 by March 2023. Business investment will also likely decline as rates increase, either due to increased capital costs or increased savings.

- 2.2 In May, the Bank of England released a Monetary Policy Report, which provides updated forecasts and commentary covering their view of the economy. The highlights are as follows:

- Food and service-sector inflation is forecast to remain stubbornly high;
- By the end of 2023, inflation will still be at 5.1%;

- The UK economy is set to grow by 0.25% in 2023, then 0.75% in 2024 and 2025;
- Real post-tax household income growth of 1% in 2024 and 2025 (leaving us worse off than pre-inflation still); and
- Unemployment to increase to 4% in 2024 and 4.5% in 2025.

2.3 The energy price cap (£2,074) is now below the Energy Price Guarantee (£2,500) after the EPG was extended by three months at the March Budget. Cornwall Insight has predicted a price cap of £1,976 for Q4. Whilst this is a welcome reprieve, it is worth noting that in 2021, the cap was around £1,200.

2.4 Inflation remained at 8.7% in the 12 months to May 2023, but core inflation (CPI excluding energy, food, alcohol and tobacco) increased from 6.8% to 7.1%. Prices are rising at their fastest rate in the recreational and cultural goods and services sector (6.8% year-on-year), with ticket prices for events, and computer games experiencing particularly high inflation. Growth in food prices did slow down from 19.1% to 18.4% but goods such as white sugar and olive oil are experiencing inflation rates of 51% and 47% respectively.

2.5 Interest rate increases are feeding into the cost of capital for businesses using debt finance. This is hurting SMEs particularly, who are experiencing higher rates and lower supply. As of May 2023, SMEs were paying 6.15% for new loans, compared with 5.81% across businesses of all sizes. The annual growth rate of borrowing by large businesses rose from 3.0% in April to 3.6% in May, while for SMEs the rate decreased slightly from -4.2% to -4.3%.

### **Regional Data**

2.6 Employee numbers across West Yorkshire increased between April and May 2023 to 1,019,369 (+649). Since January, there has been a 3,572 increase in employees. However, not every district has experienced growth from April to May. Kirklees and Wakefield experienced small drops, and since January, Calderdale has not experienced overall employee number growth.

2.7 The out-of-work claimant count as a percentage of working-age residents hit 4.8% in West Yorkshire for May 2023, compared with 3.8% across England. In January 2023, the rate was 4.5% for West Yorkshire. Between January and May, each local authority area has experienced an increase in out-of-work claimants (see table below). A particular concern is that 16-24 year olds are experiencing an increase in unemployment, which could have longer-term impacts on their economic outcomes due to economic scarring.

Local authority district	January 2023	May 2023
Bradford	6.4%	6.6%
Calderdale	4.0%	4.2%
Kirklees	4.2%	4.3%
Leeds	4.1%	4.4%
Wakefield	3.5%	3.6%

- 2.8 The monthly count of online job postings across West Yorkshire has fallen for three consecutive months, although vacancies still remain relatively high. There were 30,200 new job postings in April 2023, 12% lower than March 2023, but 7% higher than April 2022. This fall in job postings was experienced across all five West Yorkshire districts. The biggest reductions were for jobs relating to Information Technology, Business Management and Operations, and Healthcare. Job postings related to Manufacturing and Production experienced a small increase month-on-month.
- 2.9 May saw 2,221 business registrations in West Yorkshire, a 17% increase on April. Registrations were particularly strong in Bradford and Kirklees, with both districts seeing their strongest business registration figures of 2023 so far. The wholesale and retail sector, and the accommodation and food services sector were over-represented in the latest business registration data compared with their share of the total business base.
- 2.10 West Yorkshire had 2,024 business liquidations in May, up considerably on both the previous month and the same month of the previous year. Leeds was significantly over-represented in the business liquidation data, accounting for almost half of West Yorkshire’s liquidations in May. The wholesale and retail sector, and the accommodation and food services sector are also over-represented in the liquidations data, showing that these sectors are particularly volatile given the current economic climate.
- 2.11 Sub-regional productivity figures for 2021 were recently released by the ONS. Between 2016 and 2021, GVA per hour worked in the UK increased from £33.50 to £38.30 (+14.3%), compared with an increase from £28.90 to £33 in West Yorkshire (+14.2%). Within West Yorkshire, there were stark differences in productivity growth (see below).

Bradford	12.9%
Calderdale	21.9%
Kirklees	21.9%
Leeds	8%
Wakefield	23.4%

**3. Tackling the Climate Emergency Implications**

- 3.1. One of the contributing factors to rising food prices is the unusually hot temperatures in Spain and Morocco, which has had an adverse effect on olive yields, increasing olive oil prices by 60% since June 2022. As a key ingredient in many food products, this has an impact on a wide range of food items. A House of Lords report from September 2022 suggests that sustained food

price inflation is here to stay as a direct consequence of climate change and biodiversity loss.

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

- 4.1. The increase in out-of-work claimants counts varies by district, meaning that the softening labour market may exacerbate existing inequalities within West Yorkshire. Furthermore, with the growth of unemployment in 16-24 year olds, there is a risk of a longer-term negative impact on life chances within this cohort.

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

- 5.1. The 10% poorest households will be experiencing the sharpest impact of inflation. 44% of the people living in the 10% most deprived neighbourhoods across West Yorkshire identify as an ethnic minority. Bradford and Kirklees have a higher proportion of ethnic minorities than West Yorkshire as a whole, meaning that people in these districts are likely to be harder hit.
- 5.2. People experiencing or recovering from illness are also expected to try and eat more to aid the recovery. With food inflation running at close to 20%, and West Yorkshire having a higher share of people that are long-term sick, this will present a severe challenge. Furthermore, with vegetables experiencing some of the largest increases in pricing, it makes healthier eating more challenging, potentially exacerbating health problems.

#### **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 latest economic intelligence to help inform policy making and discussions.

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

There are no background documents referenced in this report.

## **12. Appendices**

None.

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**Report to:** Business Economy and Innovation Committee

**Date:** 26 July 2023

**Subject:** **Economic and Equality Diversity and Inclusion Strategy Progress Update**

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**Director:** Phil Witcherley, Interim Director Inclusive Economy, Skills & Culture

**Author:** Jo Barham, Policy Manager and Joshua Rickayzen, Policy Officer

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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 update members of the committee on progress towards developing an Economic Strategy for West Yorkshire putting our ambitions for Equality Diversity and Inclusion at the heart of our approach.

## 2. Information

- 2.1. The [West Yorkshire Plan](#) was formally endorsed by political leaders at the Combined Authority in May, followed by a launch event in Leeds. The West Yorkshire Plan sets the trajectory to 2040, with a high-level vision and five ambitious mission to shape our programme of activity and focus.
- 2.2. Work is ongoing to develop an Economic Strategy to reflect the West Yorkshire Plan vision and missions. The Economic Strategy will provide a framework to maximise opportunities from the new flexibilities that devolution enables as well as reflecting the changing economic landscape resulting from Covid-19 and the cost-of-living and doing business crisis. It provides an opportunity to look again at our economic challenges and explore innovative solutions to support inclusive sustainable growth. Our strengthened ambitions on tackling the climate emergency and equality diversity and inclusion will be central to the approach.

- 2.3 The Economic Strategy will focus on delivery of mission one of the West Yorkshire Plan to deliver **a prosperous West Yorkshire, an inclusive economy with well paid jobs** and will align with our existing policies and strategies including the Employment and Skills Framework, Business Productivity and Resilience Plan, Innovation Framework, Digital Blueprint and the Culture Framework. A new inward investment strategy is being commissioned to align with overarching ambitions of the Economic Strategy, to update our approach to inward investment post-Brexit and sit alongside the West Yorkshire International Trade Strategy approved last year.

#### Updating the evidence base

- 2.4. Current activity is focusing on updating the evidence base including the West Yorkshire Economic Assessment (2019), procurement of a new Regional Economic Model for updated forecasts and scenario planning, and a call for evidence working with West Yorkshire Universities and the Y-PERN Network of academics. Mapping work to understand clusters of high-growth potential tech-enabled companies to complement our approach to sectors is being undertaken via a recently purchased Data City dashboard.
- 2.5. At the last meeting of the committee, members were updated on plans to commission an inward investment strategy to update our approach to inward investment in line with Brexit, Covid-19 the West Yorkshire Plan / Economic Strategy. An invitation to tender has been drafted and will be put out to contract over the summer with work commencing in the autumn.

#### Consultation

- 2.6. Consultation activity is underway including engagement with local authority officers, universities, and private sector representatives. This includes a recent joint workshop with members of the BEIC Committee and the Business Communication Group to understand principles for future business support and future provision in the context of further devolution and ambitions for equality, diversity and inclusion (see below). The notes from the workshop are included in Appendix One and members are supporting follow-on activity arising from the discussions. A prospectus setting out the background to this work has been shared with a range of stakeholders and is included Appendix Two of this paper.

#### Equality Diversity and Inclusion Strategy

- 2.7. At the last meeting of the committee, plans were discussed for an Equality, diversity and Inclusion Strategy. The Strategy was proposed as a way of better providing access to Combined Authority services and programmes for typically under-represented communities, to promote Inclusive Growth across the region.
- 2.8 In order to better provide strategic fit, the decision has been taken to elevate and incorporate the Equality, Diversity & Inclusion (EDI) strategy - discussed at the last meeting - into the Economic Strategy.

- 2.9. Given the importance of the Economic Strategy as a key framework for the delivery of the West Yorkshire Plan, embedding the EDI Strategy within the framework of the Economic Strategy will ensure a fully inclusive delivery of Mission One.
- 2.10 This will provide a framework & specific actions that are primarily focussed on engaging with and providing access for the diverse communities across West Yorkshire.
- 2.11. To align the EDI Strategy and the Economic Strategy, activities are focused on the following:
- Mapping regional stakeholders to undertake further engagement.
  - Reviewing the existing evidence base and identifying gaps.
  - Strengthening engagement with under-engaged groups through outreach and events.
  - Organising training and learning opportunities to develop expertise and confidence in speaking about EDI with businesses.
  - Building a repository of information on the barriers to starting and scaling a business faced by individuals with protected characteristics and from lower socioeconomic backgrounds.
  - Working with the marketing and communications team to develop strong and innovative marketing campaigns that can reach new audiences.
- 2.12. Wider engagement will be undertaken as part of the ongoing consultation activity for the Economic Strategy (see 2.6). Sessions are being planned to understand actions that can remove barriers.
- 2.13. An online survey is being developed to understand what respondents consider key areas of challenge and opportunity, both in the remit of EDI, and for the wider West Yorkshire economy. Officers would be grateful if committee members would be happy to share this survey, to enhance the possibility of a diverse group of respondents. Further engagement opportunities will be identified to build on the responses to the survey.
- 2.14. Since the last BEIC meeting in March, the Combined Authority has published an Equity, Diversity & Inclusion Plan for 2022-2025<sup>1</sup>. The plan outlines the Combined Authority's intentions to meet and exceed the statutory requirement to comply with the Equality Act 2010. The Economic Strategy will directly support the desired outcomes of the CA EDI Plan 2022-2025 by:
- Integrating and embedding the tenets of EDI across a key outward-facing function of the organisation

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<sup>1</sup> <https://www.westyorks-ca.gov.uk/media/10130/edi-plan-2022-2025.pdf>

- Ensuring consultation with diverse communities to ensure a range of needs are identified and met.

This provides further opportunity and a framework to explicitly champion EDI as part of external-facing delivery and within our wider policy framework.

### Timeframe

2.15. The table below sets out an indicative timeline for the stages of work described in the paper.

Key Task	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Evidence Collection							
Survey goes live							
Stakeholder engagement							
Report drafting							
Engagement on the draft							
Final draft for approval							

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

3.1. Tackling the climate emergency aligns with mission three of the West Yorkshire Plan and will act as a cross cutting theme across all areas of activity arising from the strategy.

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

4.1. Mission one of the West Yorkshire Plan is for an inclusive economy which will be a guiding principle of the Economic Strategy.

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

5.1. EDI is a cross cutting theme for the economic strategy demonstrated by alignment with the proposed EDI strategy.

### **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. A programme of external engagement is being undertaken as this strategy is being delivered.

## **10. Recommendations**

- 10.1. That members of the committee provides comments on the proposed approach and not progress being made so far.
- 10.2. That members of the committee note the intention to incorporate the EDI Strategy into the Economic Strategy, to ensure EDI is prioritised as a key aspect of intention to deliver Mission One of the West Yorkshire Plan.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Notes from the Business Support principles workshop  
Appendix 2 – Economic Strategy prospectus

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## **Business Economy and Innovation Committee and Business Communications Group Workshop**

**Thursday 15 June**

### **Meeting Notes**

Cllr Pandor, Chair of the Business Economy and Innovation Committee welcomed attendees to the meeting. Combined Authority officers provided updates on the following areas of work:

- Devolution and ongoing talks with Government,
- Policy development of the West Yorkshire Plan and Economic Strategy,
- Current business support provision and approaches to targeting, and
- Progress on the development of an Equality, Diversity and Inclusion Strategy.

The following points were raised in the subsequent group discussion:

#### **Business Support Simplification**

- The business support landscape is more confusing than it has ever been. Important to have as many points of entry as possible.
- We need to feature Combined Authority support within the wider business ecosystem including banks and accountants.
- Public sector business support needs better links with accountants as the first point of entry to improve accessibility, this could include a crib sheet of information / support available and ways to access.
- Making use of professional services networks should feed into this.
- Utilise stakeholders to maximise accessibility of services and reinforce those entry points.

#### **Actions:**

- Explore opportunities to better engage with professional services as point of entry to business support system.
- Crib sheet of support developed to share with networks and stakeholders.

#### **Approaches to targeting**

- Would welcome specific mention of social enterprises / cooperatives including better awareness and targeted support.
- Would welcome scope for area-based targeting of provision.
- The creative industries are a huge area of potential for the region, can we tailor support to these.
- Fair work / poverty - how we can help bring people out of poverty as a focus.
- Retail and hospitality as sectors are in great need of support and haven't been able to access services in the past.
- Need to make sure we don't create unintended barriers which might conflict with desire to support for diverse businesses.

- Trading 50% outside the region could be challenging as a criteria to measure support.
- Having fewer than 100 employees captures nearly all businesses in the region, unlikely that larger businesses would need support from the Combined Authority.
- Could there be specific support for scaling businesses?
- Avoid barriers around job creation and match funding in previous support programmes.
- Need to ensure that there are opportunities for shaping programme support.
- What are we trying to achieve? What does success look like and how do we measure it including on EDI targets.

#### **Actions:**

- Group members to be updated on programme development and opportunities for further engagement identified.
- Stakeholder map of existing groups and feedback points for engagement to be shared with the group.

#### **Equality Diversity and Inclusion**

- Look to other regions for best practice examples e.g. West Midlands Race Equalities Task force. York motion passed to make York a racism-free city with clear delivery plan.
- Utilise the North Starreport as part of consideration of the evidence.
- Need more regional data so we know what it means for West Yorkshire e.g. lack of attainment in schools. People, economy, education - all intersecting, when overlay social class becomes more complex.
- Can we get regional breakdown of national reports e.g. Time to Change, Rose Review - who engaged from West Yorkshire and what can we learn from this?
- Need to commission a West Yorkshire piece of research in order to get clarity on EDI baselines
- Open innovations can provide info on who is starting businesses which could be used to inform decision-making.

#### **Actions:**

- Share existing data including State of the Region EDI report and service level data with attendees and identify existing gaps in the evidence base.
- Look at possibility for State of the Region reporting to incorporate further analysis to understand West Yorkshire specific issues.
- Liaise with contacts of national reviews e.g. Rose Review, CREME to identify West Yorkshire intelligence that might be sharable / what could be replicated at a regional level.

# **West Yorkshire Economic Strategy**

## **<sup>33</sup>Prospectus**

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**DRAFT POLICY IN DEVELOPMENT**

# Contents

## 1. Background and Contents

Policy context and purpose of the Economic Strategy

## 2. The West Yorkshire Plan and Missions

Background to the West Yorkshire Plan and five missions for 2040

## 3. Developing the Economic Strategy

Our approach and stage of work

## 4. Foundations for Growth

Our strengths

## 5. Emerging Evidence

Early themes from the evidence review

DRAFT

# 1. BACKGROUND AND CONTEXT

# About the Prospectus

By developing our economic strategy, we have an opportunity to change our economic future, setting out our approach and providing clarity across the region of our shared purpose with the private sector. Covid-19 has shown us the importance of resilience. There is a clear emerging opportunity for West Yorkshire to grasp the potential of innovation-driven growth and build upon existing assets and infrastructure to enable new enterprise, research, skills and employment for an inclusive economy that works for all.

**This prospectus provides background to the development of an Economic Strategy for West Yorkshire.**

The core principles of the Economic Strategy will be:

- Based on robust evidence, demonstrating a clear understanding of the key strengths, assets and challenges in West Yorkshire
- To reflect our expanded policy remit following devolution
- To ensure all relevant Combined Authority strategies are aligned with a clear focus on the missions of the West Yorkshire Plan
- To place West Yorkshire on the front-foot with an ambitious policy platform that improves competitiveness and ensures benefits are shared fairly.

# Our Policy Programme

West Yorkshire has undergone a period of evolution. With the agreement of a historic devolution deal and more powers and funding, we now have an opportunity to develop new ways of working. Major political events such as Brexit, disruptions from the Covid-19 pandemic, and the cost-of-living and doing business crisis have impacted all our communities and our policy programme has adapted.

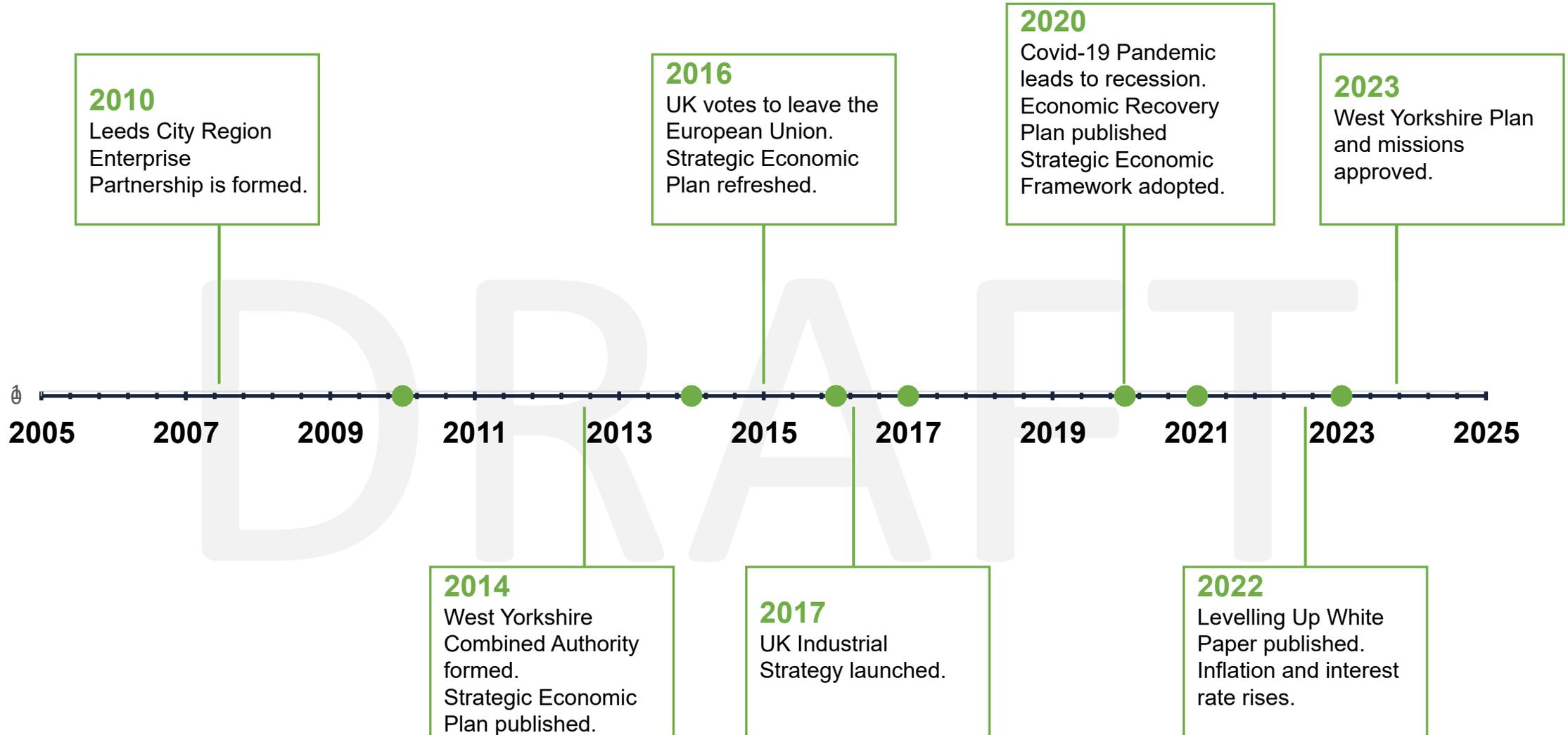
The Combined Authority has embraced commitments on sustainability to become a net zero region by 2038, boosting inclusive growth and embedding equality, diversity and inclusion in everything that we do. These commitments have taken place alongside long-term structural challenges on productivity, investment, living standards and deprivation that will require change.

**The publication of the West Yorkshire Plan and the five supporting missions crystallises our approach and provides the framework for a new Economic Strategy to be developed.**

**OUR APPROACH:** Open and collaborative policy making with equality, diversity and inclusion at its heart. Foster, in partnership, an inclusive, place-based strategy where all communities contribute to, and benefit from sustainable growth.

# West Yorkshire Combined Authority Policy Timeline 2010-present

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## **2. THE WEST YORKSHIRE PLAN AND SUPPORTING STRATEGIES**

# The West Yorkshire Plan

**The West Yorkshire Plan is the overarching strategy for West Yorkshire, setting the trajectory for the longer-term up to 2040.**

**Vision: A brighter West Yorkshire – a place that works for all. An engine room of ideas and creativity, where anyone can make a home.**

The Economic Strategy will be critical to achieving this vision, helping to build an inclusive economy for all to prosper. The West Yorkshire Plan sets out five ambitious missions for the region each with a set of targets that will drive our work to transform lives and communities across the region.

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The missions have been informed by our values and ambitions, whilst being underpinned by robust evidence. They will focus all our work for the long-term and set the framework for our strategies and investments for the future. The Economic Strategy will set out how we will deliver the economic aspects of the vision and missions.

The missions represent a long-term focus on positive outcomes. There is no simple solution or stand-alone initiative that will deliver the change we need. Each mission requires focused action in partnership between the public, private, voluntary and community sectors. The projects and programmes that we develop, deliver, support, and champion will all be geared towards the missions. Our progress will be demonstrated by a set of targets underpinned by detailed indicators measured annually in our State of the Region report.

# The Missions

Our vision and missions put equity, diversity, and inclusion at the heart of everything we do. We will lead the way to embed these values across all our work.

**Mission One:** A **prosperous** West Yorkshire – an inclusive economy with well paid jobs.

**Mission Two:** A **happy** West Yorkshire – great places and healthy communities.

**Mission Three:** A **well-connected** West Yorkshire - a strong transport system.

**Mission Four:** A **sustainable** West Yorkshire – making lives greener.

**Mission Five:** A **safe** West Yorkshire – a region where everyone can flourish.

**The Economic Strategy will have links across all five of the missions and a role to play in contributing to the ambitious targets of each one, but with a particular focus on mission one.**

# Supporting Policies and Strategies



## Mission One

Business Productivity and Resilience Plan

Employment and Skills Framework

Adult Education Budget Strategy

Innovation Framework

Digital Blue-Print

Inclusive Growth Framework

Culture Framework



## Mission Two

Place Narrative

Housing Strategy

Inclusive Growth Framework

Digital Blueprint

Culture Framework



## Mission Three

Local Transport Plan

Mass Transit Vision



## Mission Four

Climate and Environment Plan

Green and Blue Infrastructure Strategy

Nature Recovery Strategy



## Mission Five

Police and Crime Plan

DRAFT

# Mission One: A **prosperous** West Yorkshire – an inclusive economy with well paid jobs

The Economic Strategy will have a particular focus on Mission One of the West Yorkshire Plan.

By 2040 we will have:

- Closed the productivity gap between West Yorkshire and the UK.
- Living standards above the national average, with no child growing up in poverty.
- Good quality work available for all.
- <sup>43</sup> A diverse and inclusive workforce, where everyone who wants to work can.

## Actions for change

Raising the prosperity and real term living standards of all parts of West Yorkshire can only be achieved sustainably by increasing productivity. To do this we will create the conditions to boost the economy so we can see highly skilled, healthy people working in well-paid jobs growing the presence of high productivity businesses and sectors. We will support an environment where entrepreneurial activity is nurtured and can flourish, where it is easy for businesses to start-up, grow, innovate, trade, and invest.

We will support businesses to be resilient, meeting the challenges of the future and embracing the opportunities of digital transformation. We will attract investment and jobs from overseas into our communities and support our businesses to export so that what's made in West Yorkshire is sold to the world.

We will ensure our employers recognise the value of a diverse workforce and invest in talent to develop the skills and progression we need. Where lifelong learning is part of our culture and flexible opportunities meet the needs of business.

We will build integrated infrastructure, attracting investment to create jobs in well-connected places. We will lead on innovation, continuing to build an open, inclusive, and thriving innovation ecosystem, connecting people to stimulate ideas for new products and services, driving investment to meet the challenges of the future.

We will address inequalities experienced by people, communities, and businesses, putting this at the forefront of decisions, whilst celebrating the breadth of equity, diversity, and inclusion in the region.

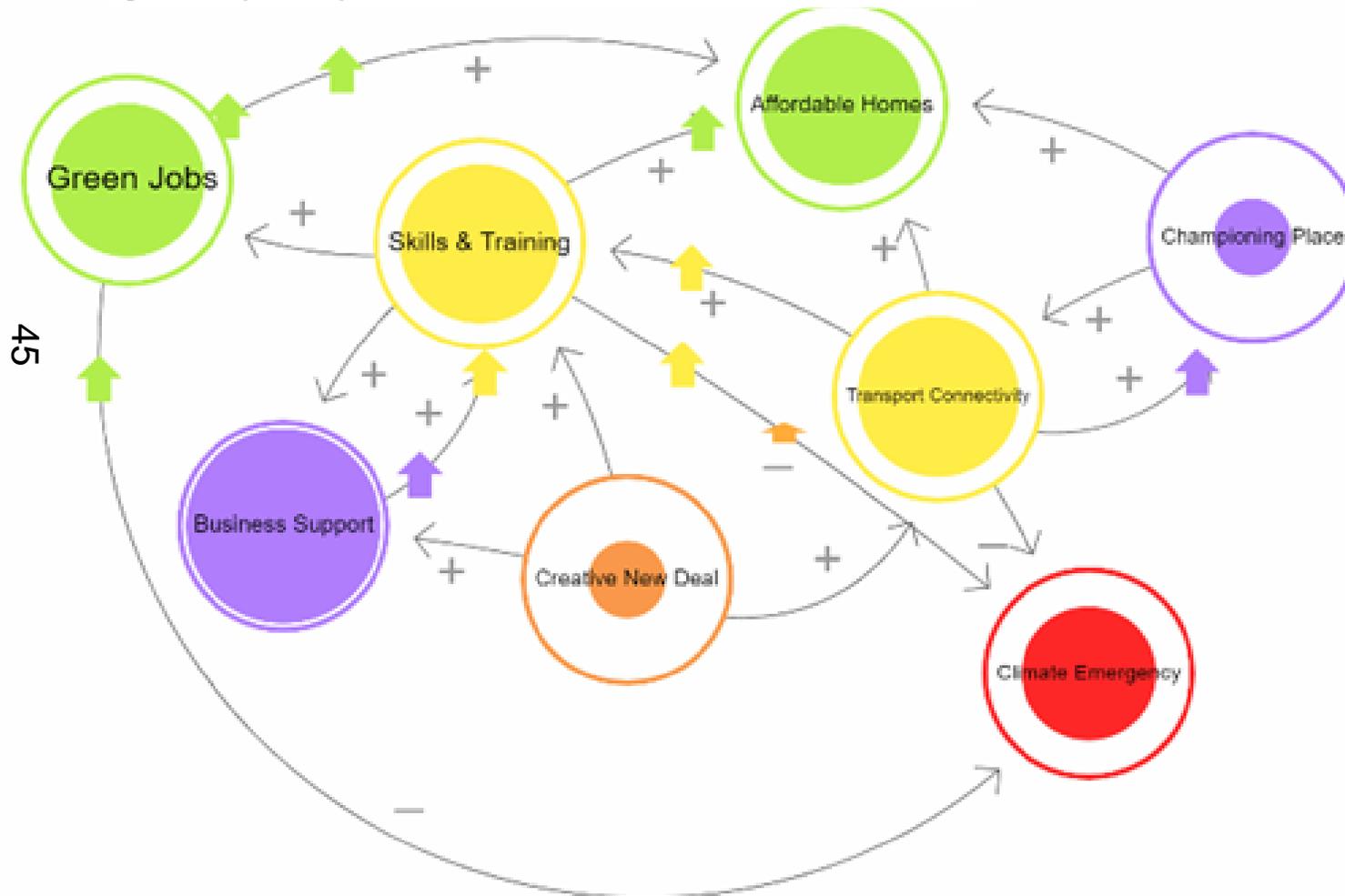
Progress will be demonstrated by improvements in:

- Productivity levels
- No. of jobs paying the living wage
- Living standards
- Child poverty
- Skill levels, apprenticeship starts, and people without employability skills
- The employment rate and percentage of employees in quality work
- The employment rate gap for disadvantaged groups
- Growth in key sectors.

# Systems Change Approach

Our approach must be broad, long-term and affect whole systems change to meet the bold ambitions we have for West Yorkshire.

Figure 7: A dynamic systems-based model



*“The above simulation demonstrates a long-term connectivity between the policy areas and the relationship between the fair and just recovery policy and the lasting recovery interventions.”*

Source: PERN, University of Leeds Business School, 2022

# **3. DEVELOPING THE ECONOMIC STRATEGY**

# Developing the Economic Strategy

The Economic Strategy will bring together detailed evidence and data about our region's strengths and weaknesses, examining how our businesses innovate, the make-up of skills across our workforce with an emphasis on creating an inclusive economy with well paid jobs. **It will be an action focused strategy to guide the use of local funding streams and any spending from national schemes and should help make choices among different options for investment and support.**

Development of the Economic Strategy will incorporate the following stages (timeframes are indicative):

- **Building the evidence base:** work is being undertaken to refresh and update the economic evidence base
- **Stakeholder engagement:** delivery of the West Yorkshire Plan missions and implications of the emerging evidence discussed with stakeholders
- **Reviewing priorities:** bringing together strands of activity to develop priorities and themes
- **Drafting:** development of a focused document
- **Further Consultation:** draft document shared with stakeholders.

# Building the Evidence Base

## How we are building our evidence base:

- **Call for Evidence:** working with West Yorkshire's Universities to access key research undertaken regionally on major themes of the Economic Strategy.
- **Economic Assessment:** updating and refreshing core economic indicators for West Yorkshire.
- **Sector Analysis:** enhancing our understanding of new areas of the economy at the frontier of growth alongside the foundational economy opportunities
- **Regional Economic Model:** Economic forecasts to understand future implications for the economy.
- **Inward Investment:** Commissioning specialist expertise to develop an inward investment strategy.

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Emerging themes from the evidence are set out in this prospectus to inform stakeholder discussion.

# Expert Support

Developing the Economic Strategy will tap into the existing evidence base of academic experts across West Yorkshire.

- The Yorkshire Place-based Economic Recovery Network (Y-PERN) is led and driven by academics, primarily located in West Yorkshire universities, but with connections elsewhere in the region. The group brings academics together with specific expertise and interest in local and regional development and governance.
- Work is ongoing to bring together experts in the field of health and economics with policy makers in West Yorkshire to provide independent and scientific support and challenge on policy development. There will be a particular focus on health inequalities and growing a sustainable, inclusive economy.

# Stakeholder Engagement

A range of stakeholder engagement events are taking place to discuss the evidence base and shape mission-based projects to meet aims of the West Yorkshire Plan, sessions to include a mix of stakeholders and thematic areas:

Stakeholder Group	Scope
Businesses and business groups	<ul style="list-style-type: none"> <li>• Share emerging evidence and discuss priorities</li> </ul>
Local Authorities 50	<ul style="list-style-type: none"> <li>• Share emerging evidence and discuss priorities</li> <li>• Discuss with range of specialist policy area groups relevant to the mission of the West Yorkshire Plan</li> </ul>
Universities	<ul style="list-style-type: none"> <li>• To include engagement with the Y-PERN network including on call for evidence</li> <li>• Discuss implications of the West Yorkshire Plan missions</li> </ul>
Voluntary and Community Sector	<ul style="list-style-type: none"> <li>• Engage with the sector to align priorities and ensure proposals for an inclusive economy are met.</li> </ul>
Combined Authority Committees	<ul style="list-style-type: none"> <li>• Engage and keep committees up-to-date</li> </ul>
Community Consultation	<ul style="list-style-type: none"> <li>• A range of options are being considered for community engagement to shape the Economic Strategy including engaging diverse voices and groups including young people.</li> </ul>

# **4. FOUNDATIONS FOR GROWTH**

*“West Yorkshire has always been a place bursting with ideas, energy, and creativity. We are a family with a long history of collaboration borne out of our shared priorities and strong partnerships.”*

## West Yorkshire Plan

West Yorkshire is a dynamic economy at the heart of the Northern Powerhouse. The globally competitive city of Leeds sits alongside the vibrant cities of Bradford and Wakefield, together with lively towns, stunning countryside, and outstanding rural communities. West Yorkshire boasts an array of attractions and world class cultural assets:

- Economic output (GVA, or gross value added) of £57.4bn
- A highly diverse population
- Around 95,000 businesses and a workforce of 1.2 million
- World-class universities delivering leading research
- Leading innovation clusters on health and digital
- Home to a large and growing population of 2.4 million people
- At the centre of the UK, within one hour’s drive of 7 million people.
- 4,600 hectares of national parks.



# Our Strengths

*“West Yorkshire has a long history of innovation and industry, delivering economic success alongside social progress. Industrialists such as Sir Titus Salt had a vision for the model village of Saltaire, supporting people out of poverty and into skilled work. Betty Beecroft's courage and ambition developed Kirkstall Forge, one of the oldest most continuously used industrial sites in England. Benjamin Gott revolutionised the production of woollen cloth and with his success invested in the cultural and civic life of Leeds.”*

*West Yorkshire Plan*

- The structure of our economy and broad business base means we have a resilient economy not dominated by a single sector.
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• Our seven world class universities attract and retain talent from around the region and around the world, creating a magnet for international businesses who flock to our region to pioneer innovations in transportation, digital, health, and manufacturing.
- West Yorkshire is home to world class universities delivering leading research with innovation clusters including Healthtech and Advanced Manufacturing. West Yorkshire universities are in the top five of the research rankings for six key technology areas: big data, robotics, advanced materials, agri-science, regenerative medicine and satellites.

*“Here in West Yorkshire, we are different. We are single-minded pioneers, determined and hard-working, ambitious, and creative, and not afraid to take on challenges. These traits put us at the forefront of the Industrial Revolution and made us a manufacturing powerhouse of the world.”*

**West Yorkshire Plan**

# Our Places

- West Yorkshire contains five cities and major towns, including the core city of Leeds. Leeds is the main retail and office centre on the eastern side of the Pennines and is at the heart of the West Yorkshire economy. Leeds is a renowned retail destination, is home to award winning national theatre and dance companies has a world class arena and thriving independent food scene.
- Bradford has the 4th highest number of manufacturing jobs of any city in the UK (after London, Birmingham and Leeds) and has a diverse population, with people from ethnic minorities making up 36% of the total population. Bradford is UK City of Culture 2025.
- Centred on Huddersfield, Kirklees has a strong manufacturing base, has world leading engineering and textile businesses and is receiving multi-million-pound investment in gigabit infrastructure
- Situated between Leeds and Manchester, Calderdale is within one hour's travel of a quarter of a million businesses, eight million people and a combined economy worth around £150 billion. Calderdale has strengths in financial and professional services, and advanced manufacturing, as well as creative and digital industries, and innovation in green business.
- The cathedral city of Wakefield has significant strengths in manufacturing and logistics, and benefits from being one of the United Kingdom's most accessible places by road, rail and air.

# A Track Record of Delivery

In West Yorkshire we have successfully grown as an organisation and partnership. Our evolution has taken us from a Combined Authority established in 2014, working in partnership with the Local Enterprise Partnership (LEP) **to deliver £235.45 million of economic development and £280 million of transport schemes through the Leeds City Region Growth Deal (2015-2021)**. Examples of our success include:

- Establishing a Task Force to understand challenges in the manufacturing sector to generate more jobs in this sector
- Working with local authorities to open access to employment land
- Collaborating with universities to drive R&D levels in the region
- Attracting new jobs and funding through international partnerships
- Creating new green jobs to support our plans to tackle the climate emergency
- Developing a Fair Work Charter to ensure that the jobs in the region are good and fair jobs.
- Ensuring there is training and skills for everyone, including digital skills to prevent digital exclusion.
- Delivering an entrepreneurship programme, to encourage entrepreneurship and innovation that matches our diverse population
- Support to those sectors that have suffered most during the pandemic and support for businesses during the cost-of-living crisis
- Strategies to place the region at the cutting edge of innovation in health-tech and space.

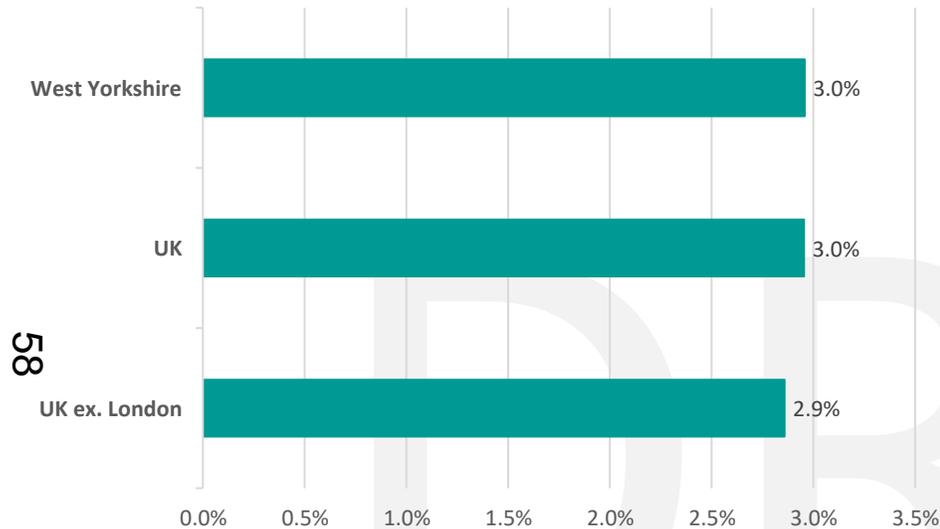
# Current Priorities

- A simplified and streamlined offer for businesses via Business West Yorkshire
- A West Yorkshire Investment Zone
- Creative Catalyst promoting and boosting businesses in the sector
- West Yorkshire Green Jobs Taskforce and creating 1,000 green jobs for young people
- Understanding health inequalities and the relationship to economic growth
- Supporting adults from diverse backgrounds into employment, enterprise and training
- Establishing a Fair work Charter for West Yorkshire
- Delivering an entrepreneurship programme
- Innovation support
- Digital skills partnership
- Employment Hub.

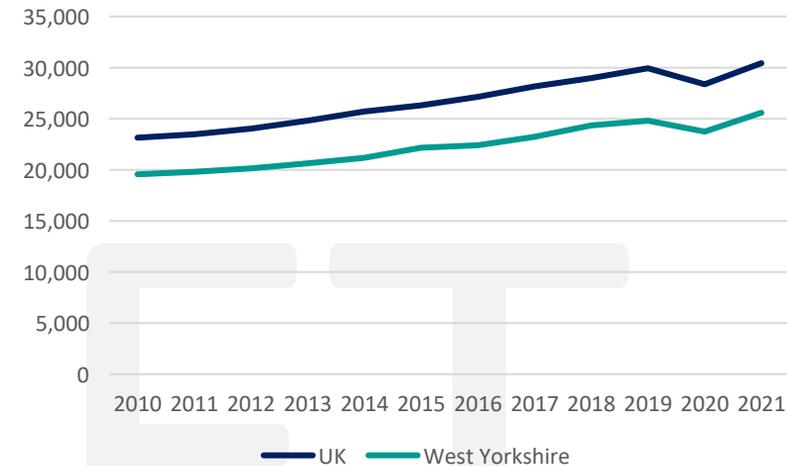
# 5. Emerging Evidence

# West Yorkshire Economy

The region's economic output is worth **£60.1bn**, making it the **third largest regional economy in the UK outside London**. West Yorkshire is also the third largest city region area in terms of employment and has the largest finance and insurance sector of any of the 10 combined authority areas in England.



GVA (balanced) at current basic prices - annual growth rate (%), 2015-21  
Source: ONS, Sub-regional GVA data



Economic output (GVA) per head GVA per head (balanced) at current basic prices Source: ONS, Sub-regional GVA data

Between 2015 and 2020 West Yorkshire's economy grew at a rate comparable to the UK average, and above the UK when excluding London. Average growth rates across the UK were bolstered by a strong rate of growth post-pandemic compared with prior years.

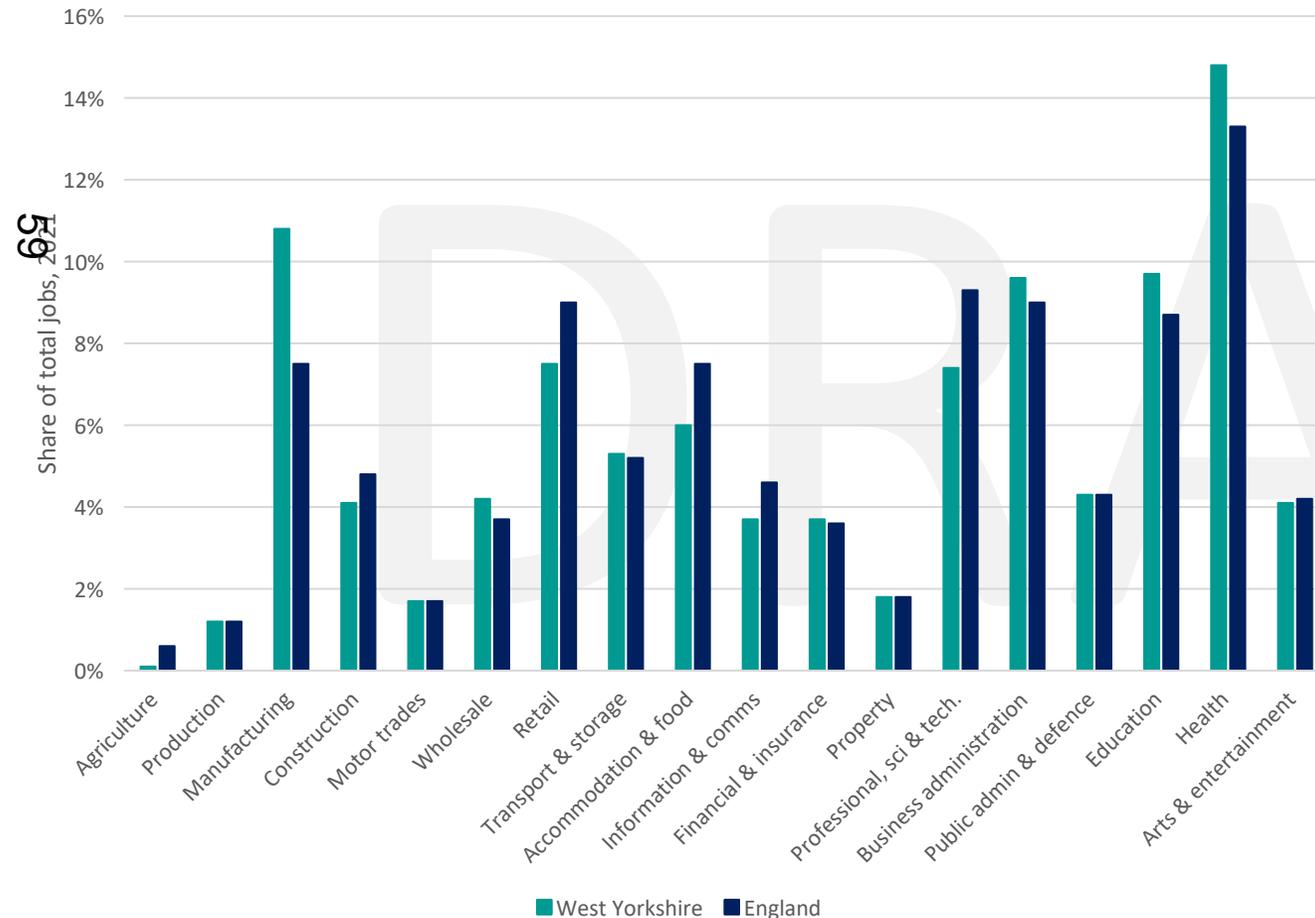
Output per head of population fell both locally and nationally in 2020 as a result of the pandemic, before rebounding in 2021. The latest West Yorkshire figure is 18% lower than the national average, a gap that has remained fairly constant since 2013.

# Sectors

Our evidence gathering will include analysis of sectors in the ‘New Economy’ of West Yorkshire.

“The ‘new economy’ encompasses emerging knowledge-intensive sectors like FinTech and advanced manufacturing that are at the forefront of new technologies and innovations. It is important for improving the UK’s productivity and prosperity and a central pillar for the future success of the whole economy.” Centre for Cities – At the Frontier, the Geography of the UK’s new economy.

## Share of jobs by broad sector, 2021

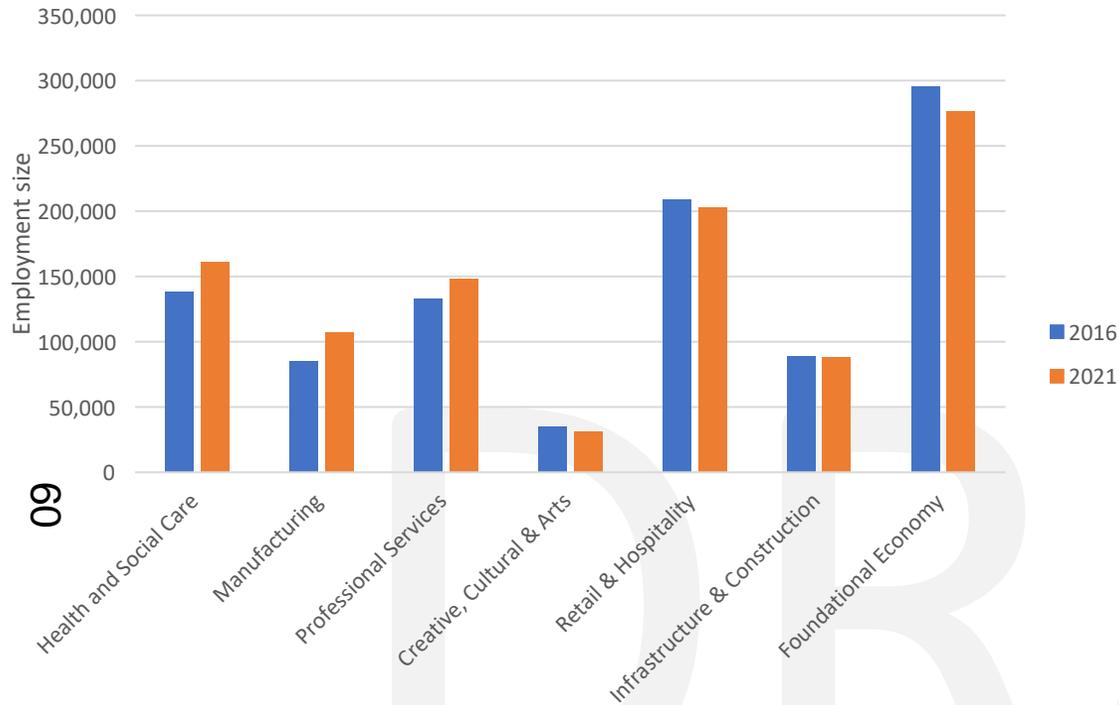


Source: Business Register and Employment Survey, ONS, 2022

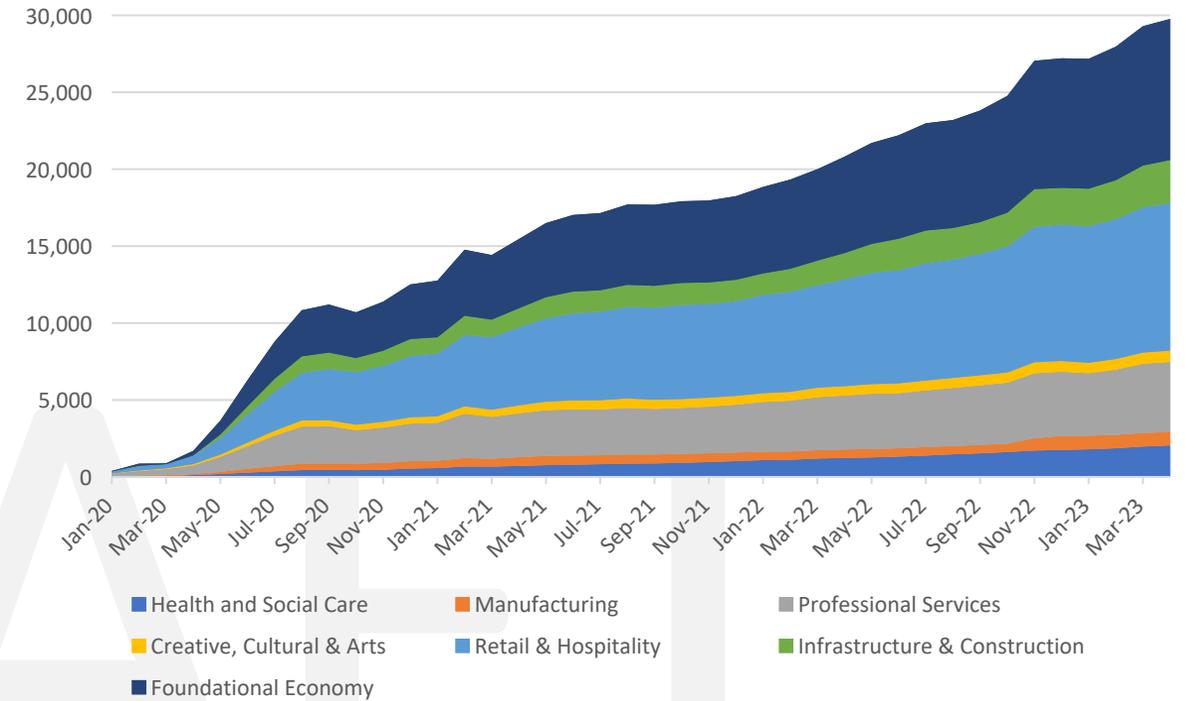
The health sector employs more people than any other sector in West Yorkshire. Health directly accounts for 14.8% of jobs, compared to 13.3% across England as a whole. West Yorkshire also has more manufacturing jobs than anywhere else in the North, and is the country’s leading regional financial centre outside London.

Manufacturing accounts for more output (GVA) in West Yorkshire than any other sector – 13.4% compared to 9.4% nationally. Other sectors where the local share of GVA exceeds the national share include financial services, health, education and wholesale and retail.

# Employment Clusters

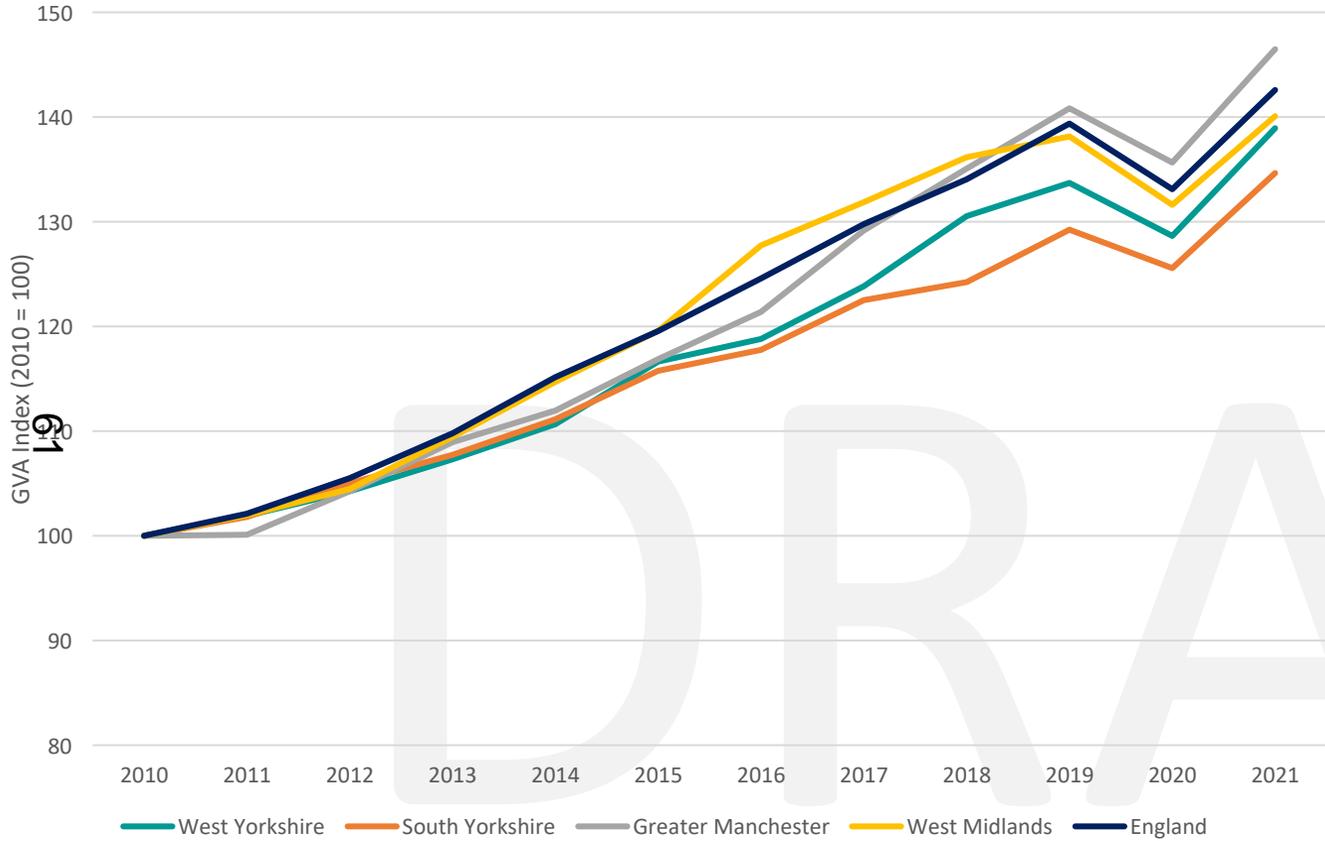


Three clusters have seen increased employment between 2016 and 2021. Health and Social Care increased by 23,000, the Manufacturing cluster increased by 22,450 and Professional Services by additional 14,850. Clusters with the biggest decrease were the Foundational Economy (down 18,595 jobs) and Retail & Hospitality (down 6,000 jobs).



The key clusters have almost 30,000 net new businesses since January 2020. All of the clusters have grown in terms of the number of businesses, but the Retail and Hospitality cluster (+9,595 net new businesses) and the Foundational Economy cluster (+9,169 net new businesses) have seen the largest gains in their business bases.

# Comparator areas



GVA growth between 2015 and 2021 in West Yorkshire matched the national average, at 3.0% per annum. This places West Yorkshire ahead of the growth rate of West Midlands and South Yorkshire Combined Authorities, but well below the growth rate in Greater Manchester of 3.8%.

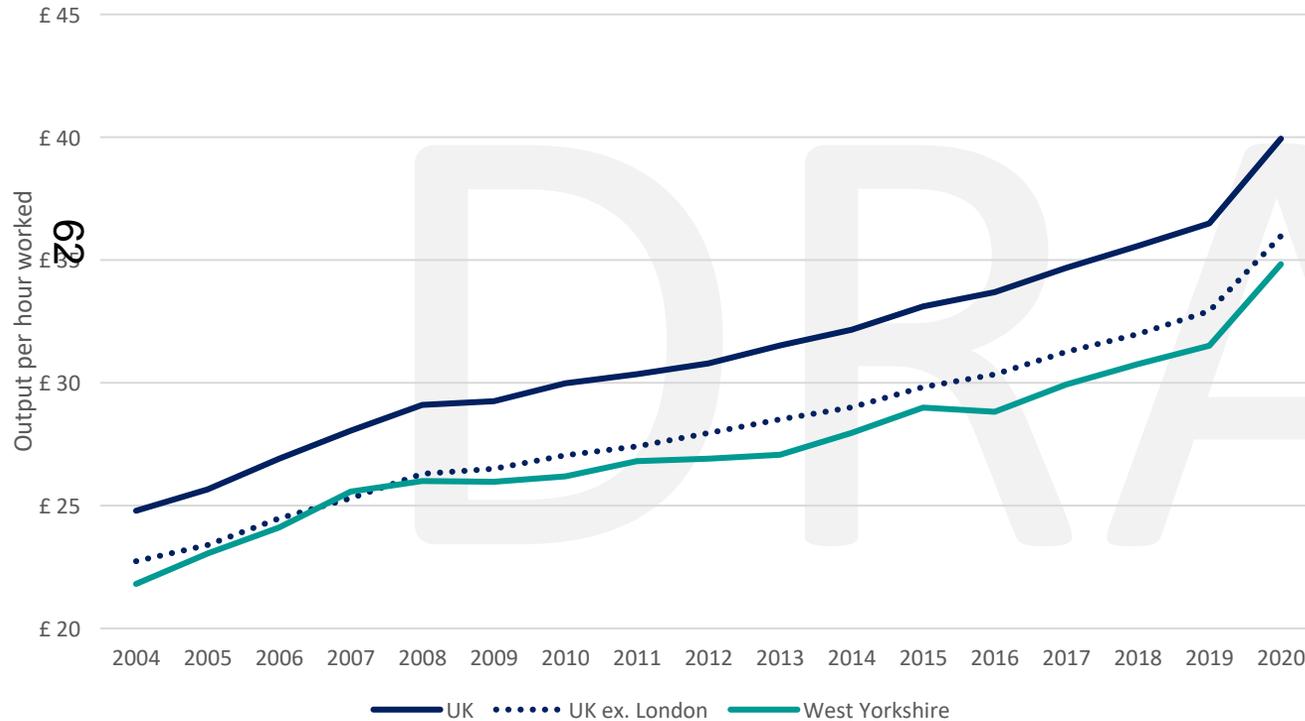
**Index of GVA growth (current prices) – West Yorkshire and key comparator areas**

# Productivity

*Increased productivity is the main engine of local economic growth and improved living standards.*  
**State of the Region**

## West Yorkshire has seen a widening of the productivity gap with the rest of the UK.

The relative position of West Yorkshire on productivity has not improved in recent years. UK productivity growth has remained below trend since the 2008 financial crisis and local productivity has remained markedly below national average levels, even excluding London.



Productivity increased sharply for nationally and for West Yorkshire and during 2020, as low productivity sectors were hardest hit by Covid-19 restrictions, however the gap with the rest of the UK remained.

### Productivity

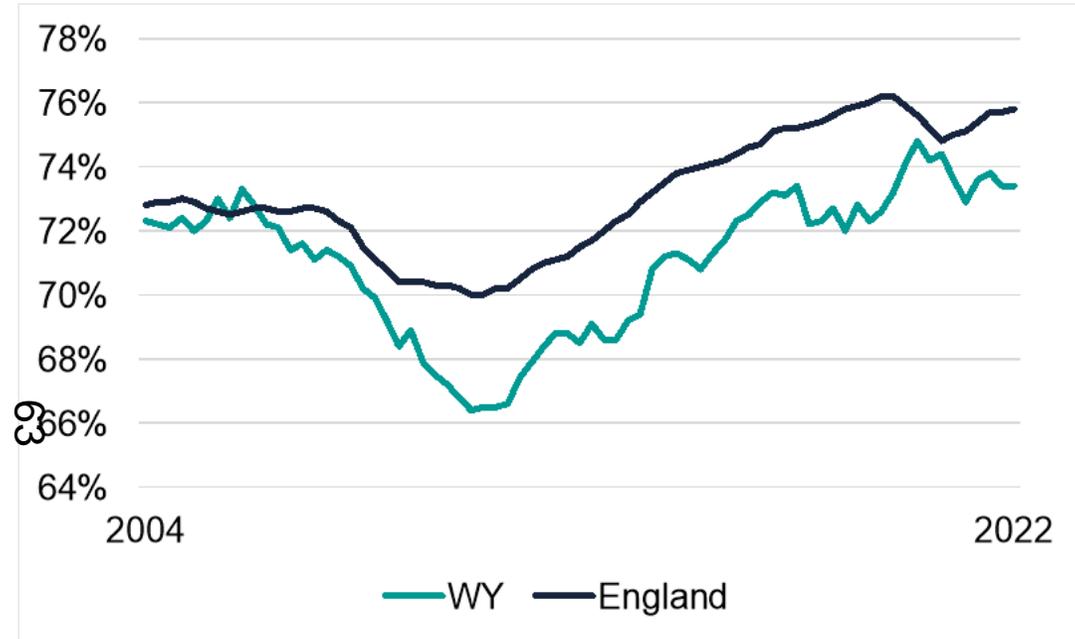
*Current price unsmoothed GVA (balanced) per hour worked*

*Source: ONS Sub-regional productivity data*

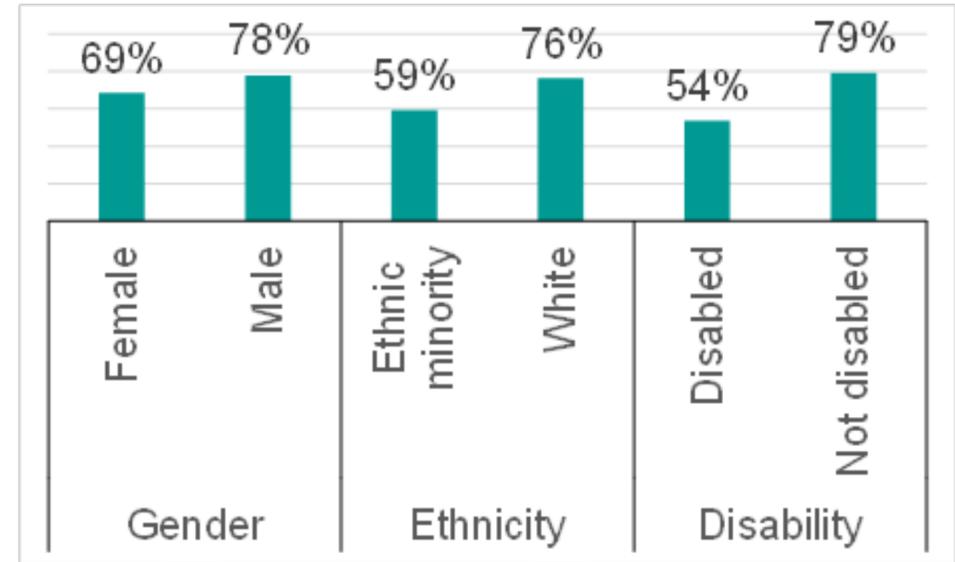
*Closing the productivity gap to that of the UK average would make the West Yorkshire Economy around £8.5 billion larger.*

**Business Productivity and Resilience Plan.**

# Employment



**Employment rate** *Employment rate for all aged 16-64* Source: ONS APS



While the economy and employment in West Yorkshire has grown, productivity has not improved.

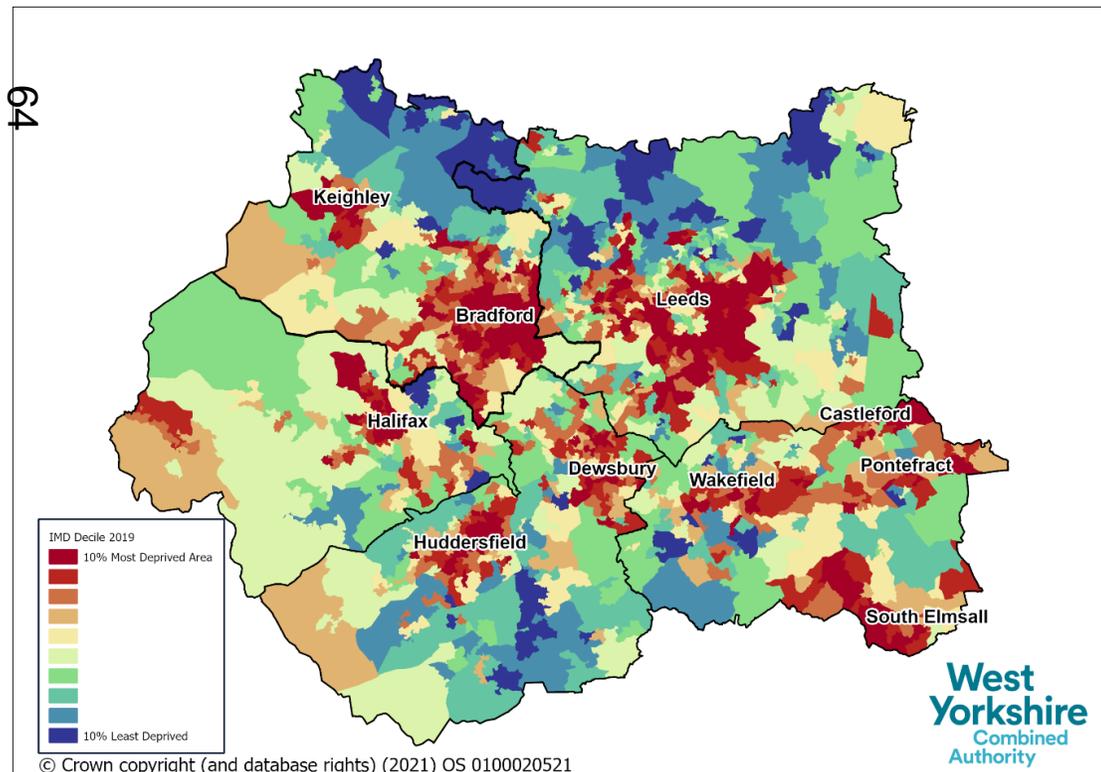
West Yorkshire's overall level of employment and employment rate have grown steadily in recent years. Groups who are disadvantaged in the labour market, including women, people from ethnic minorities, disabled people and older people are less likely to be in employment than the wider population

# Deprivation

More than one in five people in West Yorkshire live in areas within the 10% most deprived in England, according to the Index of Multiple Deprivation (IMD). This is equivalent to more than half a million people. The deprivation profile of our region has remained relatively unchanged between 2004 and 2019, reflecting the existence of pockets of persistent and long-standing deprivation.

State of the Region

## West Yorkshire Index of Multiple Deprivation 2019



### Economic Inactivity

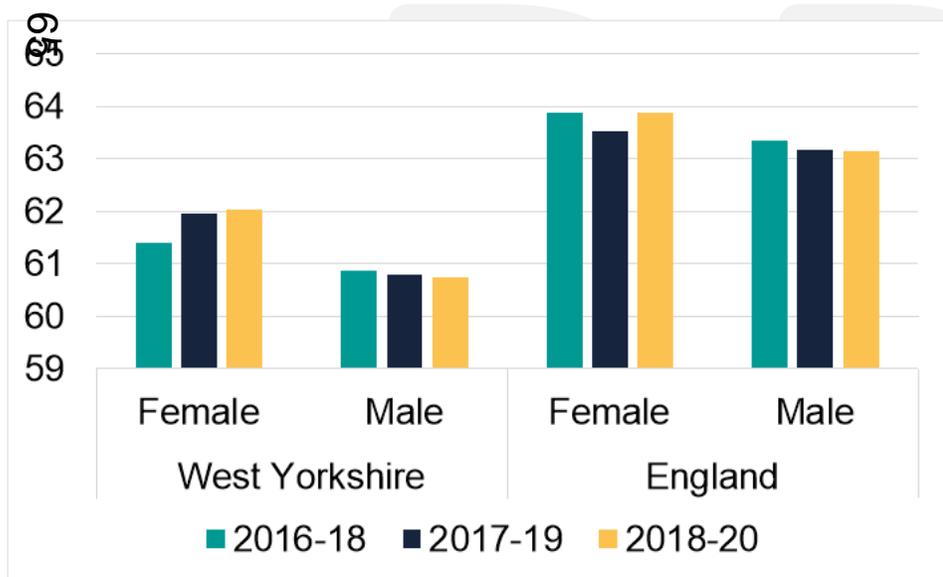
- Currently 344,000 people of working age (16-64) in West Yorkshire who are economically inactive. This is 24% of the working age population compared with 21% nationally
- 128,000 inactive people in West Yorkshire are aged 50-64. The inactivity rate for this group is 29% compared with 24% nationally.

# Healthy Life Expectancy

Healthy life expectancy in West Yorkshire is below the national average for both males and females. Healthy life expectancy for males fell during the 2018-20 period as a result of the pandemic.

Our strengthened relationship with the Integrated Care Board will support a deepening of understanding of the relationship between health and productivity, we aim to bring together academic experts from health and the economy to understand the relationship between these areas.

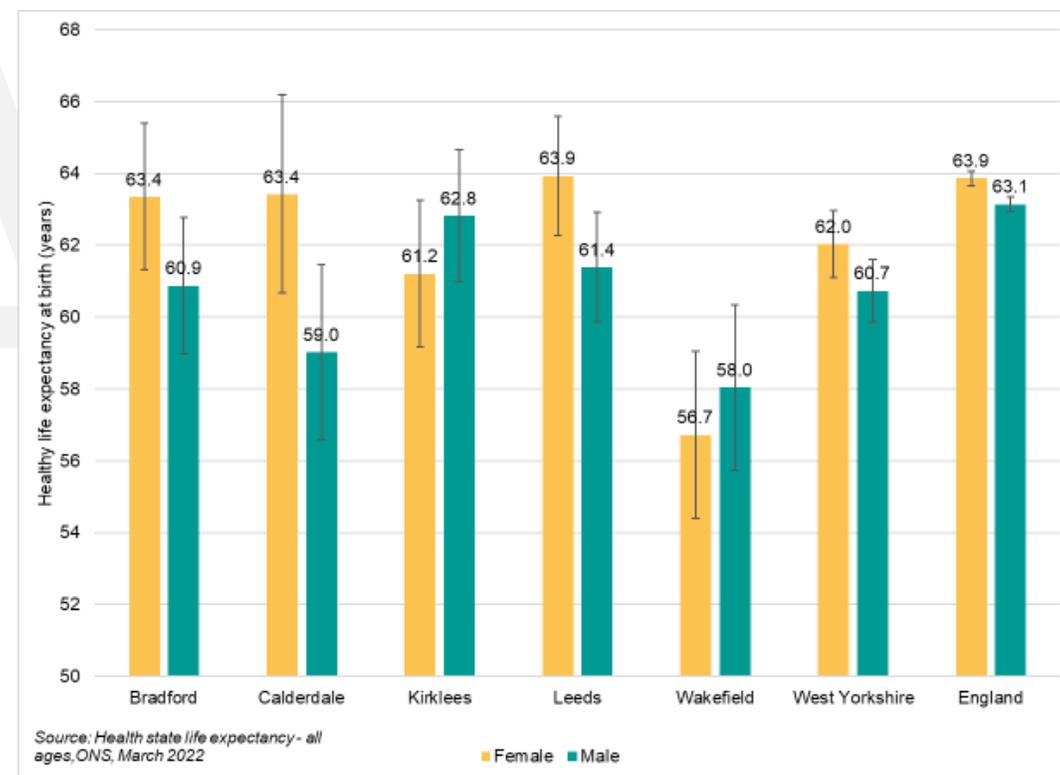
## Healthy Life expectancy



Healthy life expectancy (HLE) at birth - estimates in years

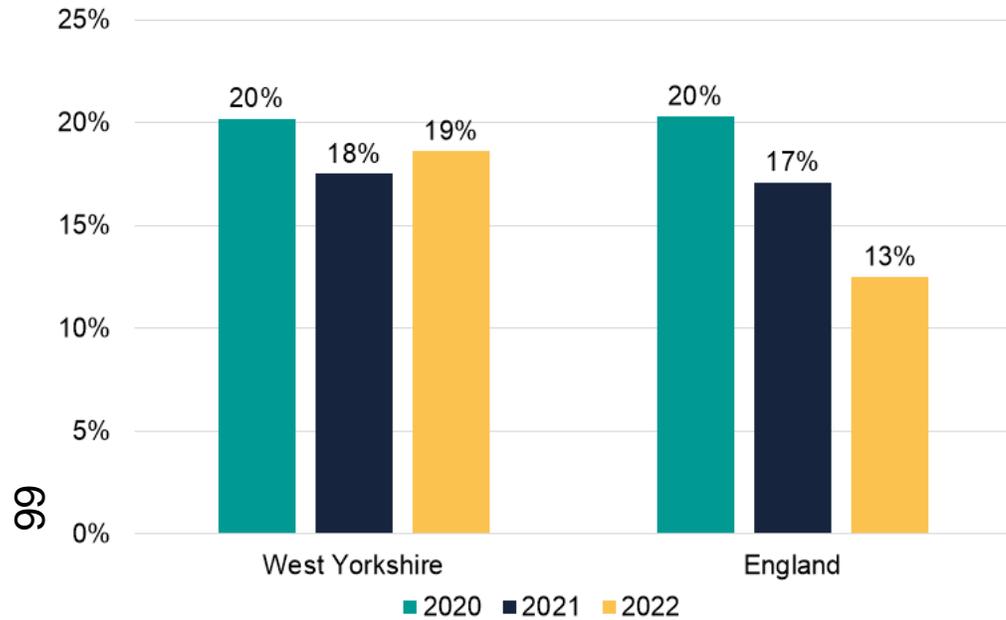
Source: Health state life expectancy, ONS

## Healthy life expectancy at birth (2018-2020), West Yorkshire Districts vs England



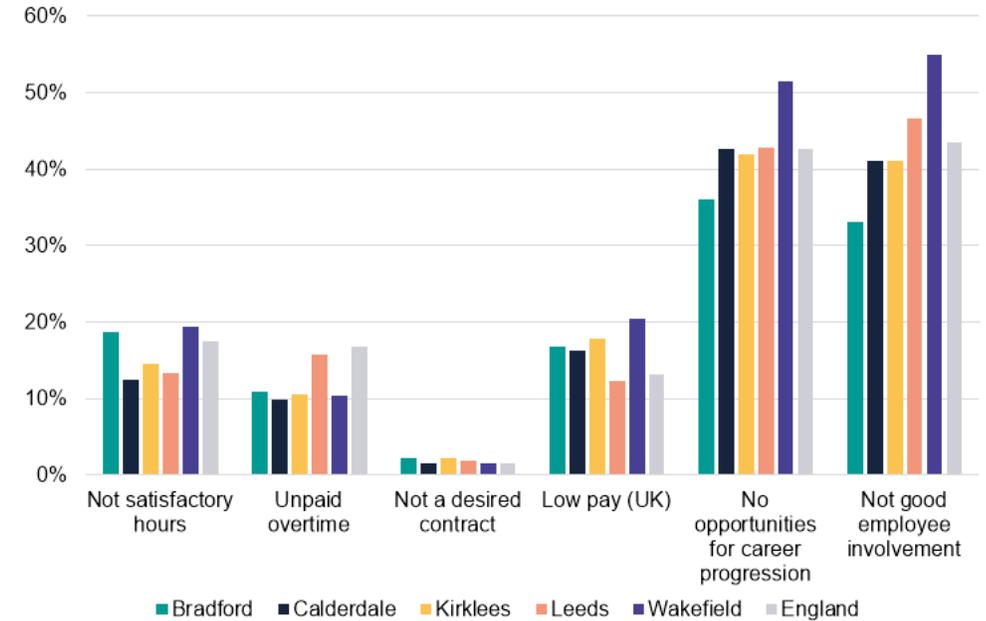
Source: Health state life expectancy - all ages, ONS, March 2022

# Wages and Quality of Work



## Jobs paying below Real Living Wage

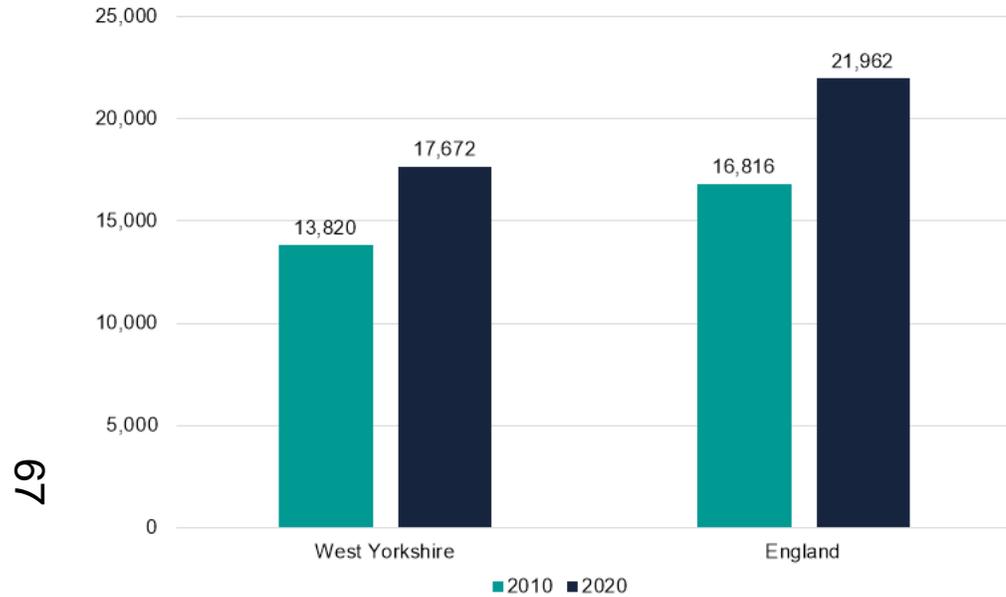
Around 200,000 jobs in West Yorkshire, or 19% of the total, pay below the Real Living Wage. The percentage increases to 38% for part-time workers. The proportion of jobs paying below the Real Living Wage is expected to grow in 2023 reflecting the cost of living crisis.



## Quality work

*Proportion of employees whose jobs have stated characteristic*  
Although most jobs offer satisfactory hours, desired contract status and at least two-thirds of median UK pay, high proportions do not offer sufficient opportunities for career progression or employee involvement.

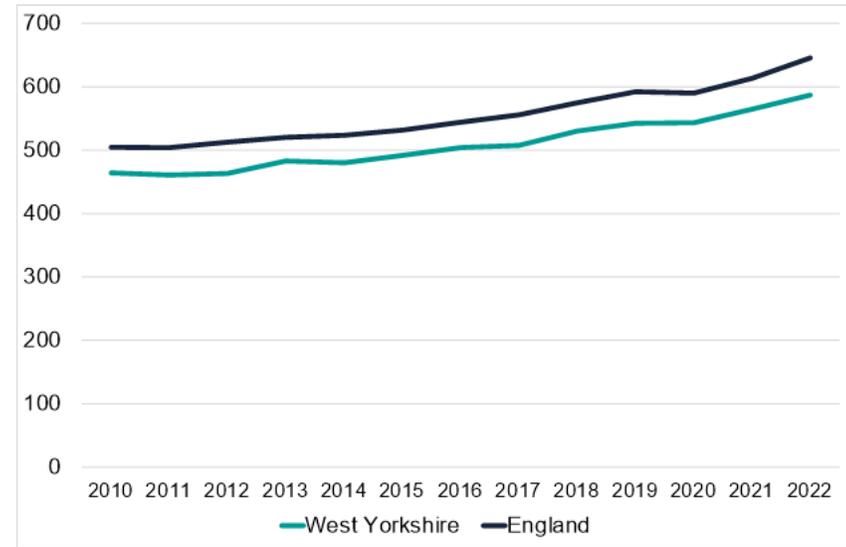
# Living standards



## Gross disposable household income

*Gross disposable household income per head (£)*

West Yorkshire's gap with the national average on household income is widening. In 2010 West Yorkshire's GDHI per head figure was 82% of the England average but fell to 80% in 2020.

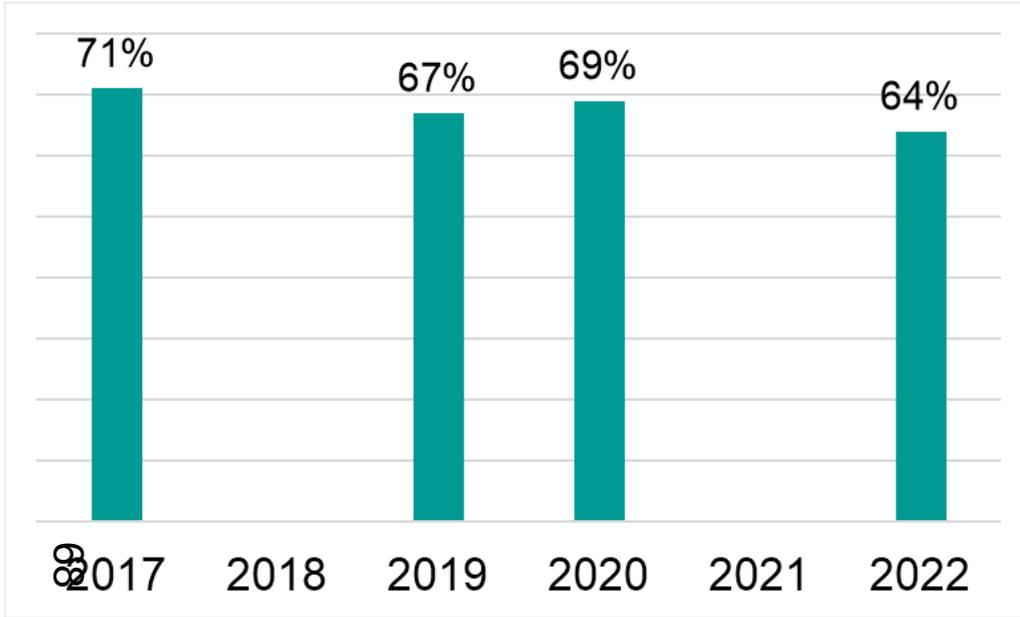


## Median pay

*Trend in median weekly gross pay for full-time workers (£)*

West Yorkshire's median level of pay has increased steadily over time, growing by an average of 2% per annum since 2010 in nominal terms. However, its position relative to the national average has remained broadly constant throughout this period with no narrowing of the pay gap.

# Innovation



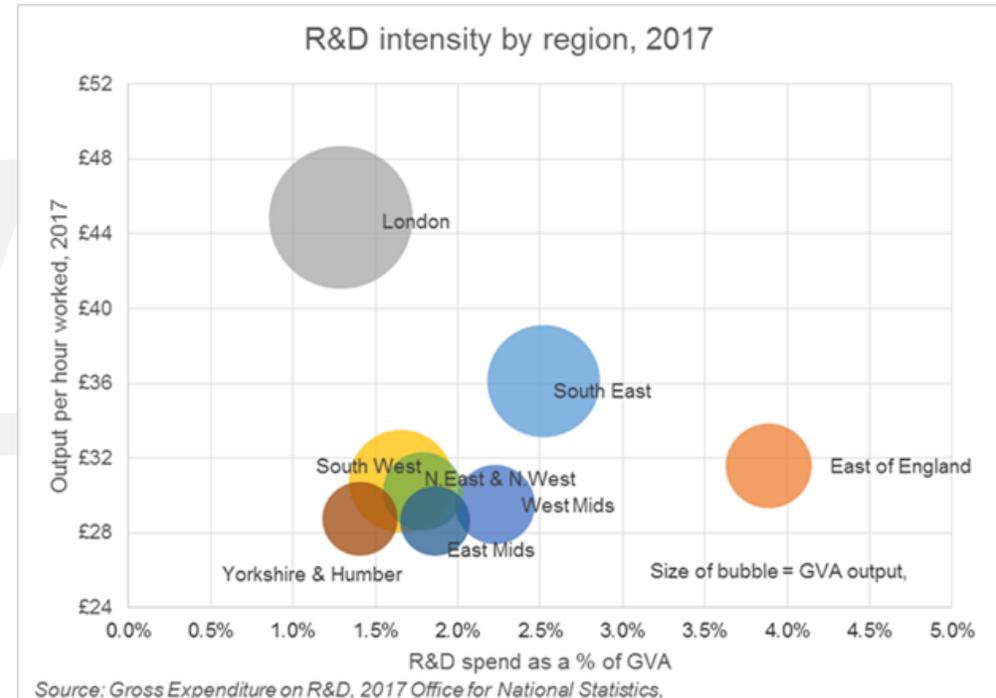
## Innovation

Proportion of West Yorkshire businesses engaged in innovation activities Source: Leeds City Region Business Survey (NB: data not collected in 2018 and 2021)

The proportion of businesses engaging in innovation activity fell in 2022 compared with previous years. This is probably linked to the pandemic, but other evidence suggests a long-standing West Yorkshire deficit in innovation activity.

## Innovation Framework Vision:

“A place that is globally recognised for developing an open, inclusive, thriving and coherent innovation ecosystem, where SMEs, budding entrepreneurs and individuals are inspired to innovate, and can easily navigate the support landscape and connect and collaborate with others to create new and better solutions for business growth and societal good.”

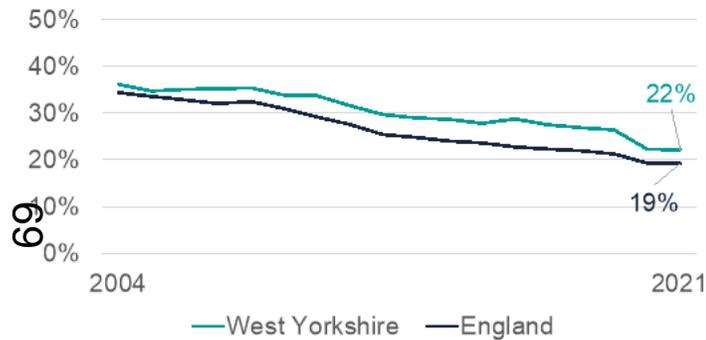


# Skills

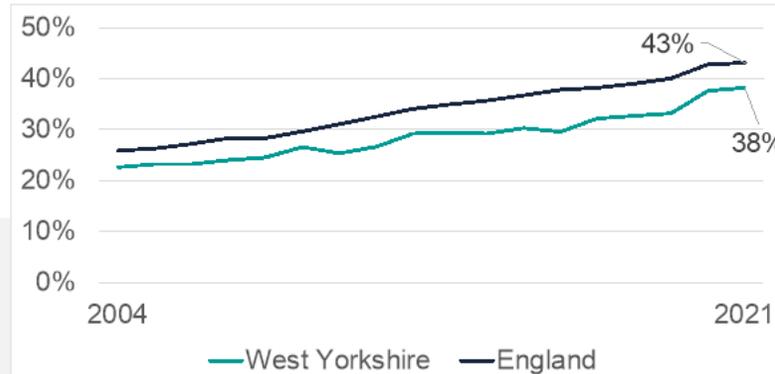
One of the key challenges facing West Yorkshire is a deficit in its skills base relative to other parts of the UK. This is closely associated with its underperformance on productivity and innovation.

*“Our vision is for West Yorkshire to be a world-leading region where investment in skills, training and education, and support for employers go hand in hand to create a diverse, inclusive, and highly skilled workforce with good jobs, leading to sustained improvements in the quality of life for all.”*

Employment and Skills framework



**People with no / low qualifications**  
% of people aged 16-64 qualified below level 2 or with no qualifications  
Source: ONS APS



**People qualified at Level 4 and above** % of people aged 16-64 whose highest qualification is at Level 4 or above  
Source: ONS APS

*“West Yorkshire has a deficit of high skilled employment. This deficit of workers in higher skilled occupations extends to employment in most industry sectors in the local area, reflecting relatively low value business activities, low productivity and an associated weak demand for skills locally.”* Labour Market Review

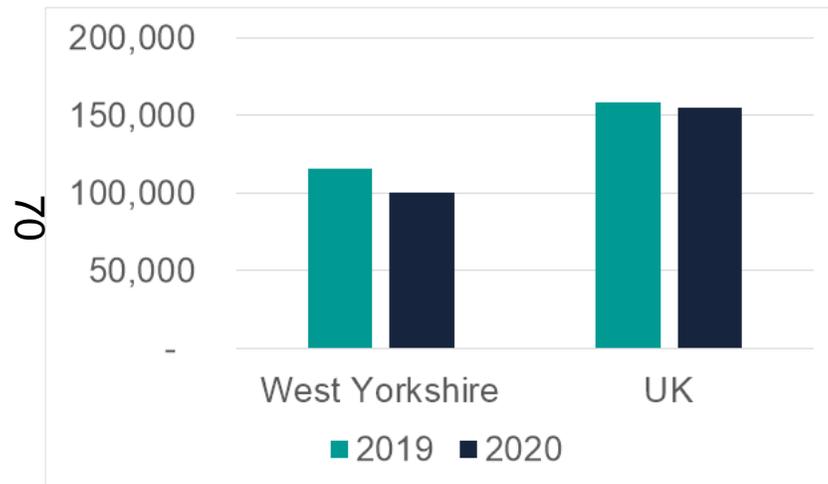
This skills deficit is a function of **low skills equilibrium** – the deficit of skills supply is linked to a **deficit of demand**.

West Yorkshire has a **significant number of people who are excluded from the labour market**, with disadvantaged groups most at risk. These groups and people in deprived areas are less likely to access skills programmes that can aid their progression.

# Trade and Investment

The nature of our polycentric economy means there is plentiful supply of international trade opportunities available to businesses in this region. We have a strong concentration of manufacturing businesses, more than anywhere else in the north, an unrivalled health ecosystem, the UK's fastest growing digital sector and the largest financial and professional services cluster outside of central London. We undoubtedly have the business assets to be a UK leader on international trade.

*Trade and Investment Strategy.*



*Service exports per £m of GVA*

Source: ONS, International exports of services from subnational areas of the UK

International trade is a key enabler of many policy priorities for Leeds City Region. There is a strong link between international trade and business productivity, innovation and resilience. Businesses who trade internationally also create higher quality direct and indirect jobs. Businesses who trade internationally are also important ambassadors for our region, often creating a better understanding of different cultures and building valuable partnerships and alliances.

The impact of the pandemic on trade between the UK and the world has been significant in its scale, and it is unclear at this stage whether this effect will be temporary or lasting. Exports of goods and services fell sharply in 2020 due to the pandemic. Service exports have overtaken exports of goods in their importance to the West Yorkshire economy.

# Post-Covid impacts on the workforce

- According to figures from November 2022, around 9% of workers in West Yorkshire work exclusively from home, 31% work from home sometimes (hybrid) and 59% do not work from home at all. More than half of hybrid workers commute the full-time-equivalent of between 1 and 3 days a week
- Weekday footfall at Leeds rail station is currently around three-quarters of pre-pandemic level, whilst Leeds weekday radial traffic count is 13% below pre-pandemic.
- <sup>71</sup> Workers are spending more time in the residential neighbourhoods in which they live, and less time in the city centres where they work with consequences for locally consumed services, such as cafes, hairdressers and retail shops. It is estimated that working from home will reallocate £3 billion in retail and hospitality spending from city centres to residential neighbourhoods in England and Wales
- Leeds City Centre is worst-affected neighbourhood outside London with an estimated spending reduction of £35m per annum (-6%) and a loss of employment of 21,000 (including loss 1,000 retail and hospitality jobs)
- Around 8% of total vacancies (online job postings) advertised in 2022 were for jobs with facility to work remotely, rising to 9% for West Yorkshire vacancies.

# Headline SWOT – to be updated during Consultation

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A polycentric area containing a mix of major cities, towns and rural communities</li> <li>• A diverse and growing population</li> <li>• A highly diverse economy that can help to withstand sector-specific shocks and challenges.</li> <li>• Substantial university asset base, with research strengths in key growth areas of health, AI, and digital</li> <li>• Increasing demand for green skills in the labour market</li> <li>• A globally competitive city with high levels of high-growth start-ups</li> <li>• Areas of genuine strength and distinction including health tech, technical services and highly specialised manufacturing industries</li> <li>• A vibrant cultural scene with outstanding heritage and natural beauty</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Productivity is below national levels in all parts of our area, and the gap to national performance is not closing.</li> <li>• Despite improvements there remains a gap between local and national skill levels, particularly for higher level skills</li> <li>• Relatively low levels of business investment in R&amp;D and innovation activity.</li> <li>• Investment in the transport system has not kept pace with economic and population growth. Congestion and capacity constraints risk hampering future economic growth.</li> <li>• Some of the highest levels of deprivation in the country, with pockets across the area that have not changed over many years</li> <li>• Lack of an OEM presents challenges around the coherence of supply chains and the productivity benefits such businesses can bring.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increasing exposure to key non-EU export markets such as US and China could deliver a productivity dividend</li> <li>• Economic opportunities linked to energy and low carbon with investment in green infrastructure</li> <li>• Growth of AI capabilities and digital specialisms</li> <li>• University cluster provide opportunities to increase business innovation performance through collaboration.</li> <li>• Manufacturing subsectors offer degrees of employment specialism, though professional services jobs have seen strongest growth.</li> <li>• High growth potential start-ups in key sectors</li> <li>• A tighter labour market offers potential to upskill existing staff, increase earnings and build a more inclusive economy.</li> <li>• A unique position in the health system, with strong research capabilities, leading hospitals, national NHS institutions, and a specialised medical manufacturing industry providing an opportunity for a whole system approach to health.</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of investment risks further weakening of productivity performance with inflation and interest rate pressures on ability to invest</li> <li>• Changing in working patterns and working from home impact on city centre economies</li> <li>• Health inequalities and ageing population</li> <li>• Longer term impact of Brexit and regulatory shifts</li> <li>• Cost of childcare and pressures on the sector creating barriers to work</li> <li>• Climate change, high energy costs and cost-of-living and doing business crisis putting pressure on business growth and survival</li> <li>• Insufficient access to appropriately skilled workers could constrain businesses' ability to grow and this could be compounded by lack of responsiveness in skills system.</li> <li>• Automation and AI poses a threat to a significant number of jobs in a range of industries, particularly for lower skilled workers.</li> <li>• The lack of a clear unique sector strength or focal point for economic narrative could reduce the area's distinctiveness.</li> </ul>



**Report to:** Business, Economy and Innovation Committee

**Date:** 26 July 2023

**Subject:** **Investment Zones**

**Director:** Liz Hunter, Director Policing, Environment & Place

**Author:** Mitchell McCombe, Interim Head of Innovation & Digital Policy

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 the Committee with an update on proposals relating to Investment Zones and seek feedback on the proposed interventions.

## 2. Information

### Overview of Investment Zones

- 2.1. In the Spring Budget the Chancellor of the Exchequer announced that the Government would introduce Investment Zones – a new policy instrument that is designed to help areas level-up, increase the rates of innovation and secure additional private sector investment.
- 2.2. Government have aligned Investment Zones with the objectives set out in the Levelling Up White Paper. Therefore, Investment Zones have been established in places with significant unmet productivity potential, and where existing strengths and assets aligned to priority sectors can be leveraged to increase opportunities for local communities.
- 2.3. West Yorkshire was selected as one of the Mayoral Combined Authorities to progress proposals for hosting an Investment Zone and is now progressing the development of a proposal in collaboration with Local Authorities,

universities and the Department for Levelling Up, Housing & Communities (DLUHC). Investment Zones are not a competitive funding process, and the Combined Authority will not be bidding against other areas for funding.

- 2.4. The Investment Zones Policy Prospectus identified five sectors which selected areas must align their proposals to. These are: health and life sciences; digital and tech; advanced manufacturing; creative industries; and green industries.
- 2.5. The policy programmes are designed to be delivered over five years (2024-2029) and each place will receive £80 million that can be spent on a combination of:
  - **Tax Sites:** the creation of new tax-zones that will provide businesses with exemptions from the likes of employer National Insurance Contributions and Stamp Duty (to name a few). Each region can create up to three tax sites (altogether totalling no more than 600 hectares).
  - **Business Rates Retention:** 100% relief from business rates on newly occupied business premises, and certain existing businesses where they expand in Investment Zone tax sites. This can be agreed over a baseline of 25 years.
  - **Flexible Spend:** an opportunity to introduce new revenue or capital programmes which can operate on a regional geography. This can include developing business support, innovation, skills and inward investment programmes to the targeted sectors. In addition, any capital infrastructure projects aligned to the objectives in the Investment Zone Policy Prospectus.

### **Progress to Date**

- 2.6. Since the Chancellor's announcement, the Combined Authority, with local authorities and Yorkshire Universities, has held inception meetings with DLUHC to discuss next steps and the process for developing the region's proposals. This includes:
  - A chosen geography and sector (which was approved in late June).
  - Appropriate governance mechanisms to oversee the Investment Zone proposals and delivery.
  - Any tax-incentive sites, spatial planning or business rate interventions.
  - Flexible spend interventions (revenue and capital projects such as business support programmes).
- 2.7. The Combined Authority sector and geography has now been signed off by. The proposal focuses on two particular sectors: health and life sciences (in particular a focus on health-tech and health innovation) and digital/tech. Our focus will be to drive innovation (including levelling up and business investment) via a focus on startups/spin outs, scale-ups and inward investment. Whilst we have not chosen creative industries or manufacturing as our sectors, these continue to be priorities for the region.

- 2.8 Outside the investment zone work, we are continuing work with government and at the local level to promote creative industries including through an emerging business and skills package, and we are progressing our work on manufacturing through the Manufacturing Advisory Board.
- 2.9. Our diverse economic structure means we are poised to be a testbed of innovation and new ways of working. An Investment Zone opportunity provides the region with the chance to be bolder and ambitious in developing the relationship between our universities and business.
- 2.10. Our vision for a West Yorkshire Investment Zone also reflects the diversity of our local economy and our nationally significant strengths in the accordant sectors of digital and health and life sciences. It also provides an opportunity for the region to capitalise on the strong global connections that have been build over the last decade and address the varied levels of innovation maturity across the region.

### **Driving Innovation & Next Steps**

- 2.11. Delivery of our Investment Zone proposition will support our regional West Yorkshire Innovation Framework that sets out our priorities to drive up business innovation – through a focus on both R&D intensive innovation through to innovation diffusion and the adoption of new technologies and business practices.
- 2.12. Despite successes, we know that many businesses in the region continue to underperform against their potential and an Investment Zone can unlock this for businesses in our chosen sectors.
- 2.13. Businesses in West Yorkshire consistently report the following barriers to innovation, reflected in both the UK Innovation Strategy and local research: high innovation costs for SMEs; finance costs and availability; economic risks; lack of market and technology information and lack of qualified personnel. In addition to this, at a regional level, we know that:
- Only 42.5% of businesses in West Yorkshire define themselves as innovation active (this is behind South Yorkshire, the West Midlands and Greater Manchester).
  - The region also has the lowest levels of investment in R&D per £1 million of GVA of any English region outside of London.
  - Only 23% of businesses participate in knowledge transfer and only 21% invest in R&D.
  - Businesses are most likely to collaborate with other businesses (42%) with only 18% engaging with a university.
- 2.14. Taking our regional performance on innovation into account, revenue interventions in an Investment Zone proposal could drive forward business growth and innovation and can support a mix of both start-up and scale-up businesses.

- 2.15. In particular, there is an opportunity to use revenue funding (in addition to capital and other potential measures) to deliver regional programmes that:
- Provide equity finance support to innovative businesses to grow and scale (through methods such as angel investment, venture capital and crowdfunding).
  - Deliver bespoke accelerator programmes across the chosen sectors to build a pipeline of investable companies and support getting ideas off the ground.
  - Create additional business incubation space across the region to support start-ups during the earliest stages of their business journey, complementary to any existing offers.
  - Provide new grant-funding or voucher schemes to support business research and development activities.
  - Support a series of skills-related interventions such as support relating to PhD commercialisation, leadership and management or mentoring.
  - Support to help crowd in additional private sector investment into the region from businesses specifically operating in health and digital.
- 2.16. The Investment Zone Team are currently refining both governance and intervention proposals and a verbal update of this will be provided at the meeting.

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

- 3.1. Any interventions will be designed to ensure that there is no adverse impact on the region's ambitions to secure net-zero by 2038. Part of our proposal has the opportunity to support the green-tech / green-finance sector across the region which could support the transition to a low-carbon economy across West Yorkshire.

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

- 4.1. Inclusive growth is a cross-cutting theme across the Combined Authority's portfolio of business support programmes and these principles will be applied to any interventions which make up the Investment Zone proposal.

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

- 5.1. Any interventions (in particular any revenue funding) under the Investment Zone proposal will take into consideration EDI implications. This will include the likes of programme targets to ensure geographical representation across the region and to reach and support underrepresented members of the business community of the chosen sectors.

### **6. Financial Implications**

6.1. Funding will be drawn from the £80 million as part of the Investment Zone offer. There is also the opportunity to leverage additional funding through the private sector.

**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 progress on Investment Zones and provides feedback on the programme proposals.

**11. Background Documents**

Investment Zones [Policy Prospectus](#)

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**Report to:** Business, Economy and Innovation Committee

**Date:** 26 July 2023

**Subject:** **Fair Work Charter**

**Director:** Phil Witcherley, Interim Director Inclusive Economy, Skills & Culture

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

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. To provide an update on the development of the Mayor’s Fair Work Charter, set out the next steps on implementation, and seek the in-principle commitment of private sector members to be amongst the early adopters.

## 2. Information

### *Aim of Charter*

- 2.1 A key shared regional ambition is to ensure a fair and just economy. This includes the Mayor’s electoral pledge to develop a Fair Work Charter that enables collaboration with - and celebration of - our region’s employers to help ensure West Yorkshire’s workers receive the greatest possible security, best working conditions, as well as promoting greater employee wellbeing, workforce diversity, social mobility, and so accelerate Inclusive Growth.

### *First Phase of Development - Summer 21 to Spring 22*

2.2. The following progress was made during the first development phase to Spring 2022:

- Following the announcement of the Mayor's commitment to developing Charter in Bradford in July 2021, an expert Steering Group established by the Mayor in Autumn 2021.
- Chaired by the LEP Board's past Diversity Champion, Kate Hainsworth, the Steering Group has representation across sectors, places and interests, including: West Yorkshire Local Authorities (policy, public health, ED&I and Human Resources/People); Regional business representative organisations (eg FSB, Chambers, and CBI), key national stakeholders (eg ACAS, CIPD), Yorkshire Universities, VCSE (Voluntary, Community and Social Enterprise) sector, WY NHS ICB (Integrated Care Board), and employee/Union representation (TUC and GMB). The current membership shown at Appendix 1.
- Gainshare funding of £600k was approved by the Finance and Resources Committee in November 21 to enable the development of the Charter and to begin its delivery.
- The Steering Group progressed the following:
  - o Regular contact with Greater Manchester, Liverpool City Region, South Yorkshire, and other regional partners in terms of ensuring a pan-Northern approach, as far as possible.
  - o Local area involvement with Local Authority Economic Development Officers, Heads of Human Resources, and Directors of Public Health represented on the Steering Group, and with Chief Executives, Political Leaders, and the LEP Chair briefed on progress.
  - o Co-designed a draft Charter for wider consultation based on 5 key aspects of Fair Work:
    - Opportunity
    - Security
    - Wellbeing
    - Employee Voice, and
    - Fulfilment
- A Public Consultation was launched on 11<sup>th</sup> March 22 on the Combined Authority's Your Voice web site (see: <https://www.yourvoice.westyorks-ca.gov.uk/fwc> ), which ran until Easter 2022. The aim of the consultation was to seek views from as many perspectives as possible, including stakeholders, employers, employees, and wider communities. It was intended that the findings of the consultation process would be used to help refine the content of the Charter to make it as relevant as possible to all types of employers including in terms of location, sizes, and sectors, and therefore beneficial to as many of the region's one million employees and c.50,000 employers as possible.
- A full analysis was undertaken of the responses which identified that the public consultation yielded:

- o 211 written submissions and survey responses to the Steering Group's draft Charter from residents, employers, and stakeholders
- o Complemented by listening workshops and stakeholder meetings with community and business representatives, including CA private sector Board and panel members.
- o More than 2,000 written comments and views about the nature of Fair Work and reactions to the 5 key aspects identified by the Steering Group.
- o Key findings from consultation exercise included:
  - Broad support for introducing the Charter across West Yorkshire, however,
  - Significant barriers preventing SMEs (the vast majority of all WY employers) from seeing the Charter - as presented - as relevant, attractive, and achievable to them.

*Current Phase - Summer 22 to date*

- 2.3 Following the views taken from the consultation process, the following practical steps were taken:
- Summer 2022 – Accepting the above findings, the Steering Group agreed to commission specialist support to apply a behavioural insights approach to iterate the design of the Charter.
  - After a procurement process, TPX Impact Ltd were appointed in Autumn 2022 to undertake this key next stage of Charter design and development:
    - o Worked in partnership with the key business representative organisations to identify a range of smaller employers to listen to. This was a key step and required building of confidence that business views would be listened to and acted upon.
    - o One-to-one interviews and focus groups were delivered to hear the concerns and ideas of employers, particularly SMEs, about the Charter content (Feb-April 2023).
    - o Design workshops were undertaken in parallel to develop the enrolment process, user experience for employers who sign-up and website requirements.
  - Key messages that came from the deep listening exercise included:
    - o Some SMEs were frustrated that the draft Charter was not flexible enough to recognise their current good employment practices, assumes the worst about employers rather than celebrating the best, and imposes a framework and requirements which was not always relevant to their business.
    - o The knowledge, experiences and responsibilities of employees should be recognised and included in the sign-up, monitoring, or promotion of the Charter.
    - o The benefits and incentives for signing up should be made more obvious and attractive.
    - o SMEs wanted to be able to share and hear testimonies and case studies of good practice from employers they can relate to.

- Without significant communications, engagement and business support work, the Charter would not be adopted by large numbers of small businesses.
- Resulting from the lessons learnt:
  - The Charter content was significantly amended in specifics, process, and overall tone by the Steering Group from its earlier draft and carefully designed to be capable of achieving maximum impact.
  - Further to the feedback received, key shifts in emphasis of the Charter model are as follows:
    - from a small and select 'club' of signatories to an inclusive community of participants.
    - from a single 'moment' of demonstrating compliance to embarking on a journey to help build a thriving economy.
    - from a tone of judgement and assessment to a spirit of development and support.
  - The application of the re-design principles has given our Charter a distinctive and fresh look and feel, compared to other similar initiatives.
  - It is considered that a more inclusive Charter, taking in a larger and more diverse group of employers on a journey of development, on different stages on the Fair Work journey, will have greater impact by ensuring more people and communities will contribute to, and benefit from, economic growth.
  - The framing (vision, commitment, invitation to employers, and the key business benefits of signing up to the Charter) and amended Charter content and approach – which was commended to the Mayor by the Steering Group on 24<sup>th</sup> May – are all included in Appendix 2 to this report.
- The proposed trust-based (vs compliance checking) approach was welcomed by the Steering Group as a positive way of reducing the administrative barriers to businesses signing up, whilst also recognising the potential risk to be managed in relation to the credibility of the Charter and the associated reputational impact on the Mayor.
- To mitigate this potential risk the following (and other) measures would be pursued:
  - spot checking and a clear and accessible whistle-blowing protocol, with a related requirement for employers to make Charter membership visible to their employees, customers, and suppliers, such as on websites, induction packs, job adverts, emails, workplace (receptions and noticeboards), and letter-headed notepaper;
  - Fair Work Charter website/pages (to be developed) could contain information on all members, including their commitments (like the [Armed Forces Covenant](#)); and
  - light touch 1:1 annual review (potentially to be supported by partners) which capture key areas of Charter member progress, achievements, and challenges.
  - These employer reflections would be considered in the round and could feed into:

- An annual awards ceremony to celebrate best practice;
- New CA programme design (eg skills and business support) which address the challenges raised by businesses; and
- Further iterating the Charter over time as new workplace challenges begin to emerge (eg the impacts of Artificial Intelligence).

### *Next steps*

2.4 The proposed implementation timeline is set out below:

- July-Aug 23:
  - Design delivery team arrangements
  - Sign-up early adopters
- July-Sept 23: Website build
- Autumn 23:
  - Launch event
  - Roll out of marketing campaign (including social media and scoping target membership numbers)
- Spring 2024: evaluate evidence of Charter growth and early impact – number of sign ups and testimonials.

## **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. The development of the Charter is driven by the Mayor's ambition to deliver a fair and just economic recovery, which is central to promoting Inclusive Growth.

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

5.1. The Charter has been designed to drive improvements in ED&I, eg in terms of inclusive recruitment practices, and ensuring employees have a voice in the workplace.

## **6. Financial Implications**

6.1. None arising from this report. £600k gainshare funding has been approved for this project it is anticipated will cover the initial start-up and implementation costs, including any staffing, partnership support, marketing, and web platform development.

## **7. Legal Implications**

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

## **8. Staffing Implications**

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

## **9. External Consultees**

9.1. No external consultations have been undertaken.

## **10. Recommendations**

10.1. To note and welcome the progress which has been made in establishing the Mayor's Fair Work Charter and the proposed next steps.

10.2. To seek the in-principle commitment of private sector members to be amongst the Charter's early adopters.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1: Steering Group Membership

Appendix 2: Charter slide deck

## Appendix 1:

### WY Fair Work Charter - Steering Group Membership:

- Kate Hainsworth (Chair and VCSE sector advocate)
- Bill Adams (TUC)
- Pete Davies (GMB Union)
- Mike Cartwright (Chambers)
- Barney Mynott (FSB)
- Jake Morris (CBI)
- Jon Jeffers (ACAS)
- Daphne Doody (CIPD)
- Debs Harkins (Calderdale Council – DPHs)
- Andy Dodman (Leeds Council – Heads of HR)
- David Bundy (Kirklees Council – LA Policy Officers)
- John Ebo (Leeds City Council – LAs ED&I/ICB)
- Kaneez Khan (Wellsprings Together – Ethics)
- Tom Chigbo (TPX Impact Ltd)
- Prof Udy Archibong (Bradford University – WY Universities/ED&I)
- Ian MacArthur (Greater Manchester)
- John Wrathmell (Greater Manchester)
- Jennifer Connolly (WYCA – Determinants of Health)
- James Flanagan (WYCA – Secretariat)

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Appendix 2

# West Yorkshire Mayor's 87 Fair Work Charter

Agenda Item 10  
Appendix 2

# Background



# /Origins

A Fair Work Charter was a key manifesto pledge for Mayor Tracy Brabin, elected in May 2021.

- 68° Publicly launched in Bradford in July 2021, alongside Andy Burnham, Mayor of Greater Manchester and Steve Rotherham, Mayor of Liverpool City Region
- Supported with £600,000 funding from West Yorkshire Combined Authority to support development and implementation.



# / Steering Group

Appointed by the Mayor to oversee development of the Charter, providing expertise and guidance.

- 06
- **Chaired by Kate Hainsworth**, Chief Executive of Leeds Community Foundation and former LEP Diversity Champion.
  - **Diverse representation across sectors, places and interests**, including TUC, Yorkshire Universities, the five West Yorkshire local authorities, Chambers of Commerce, GMB trade union, ACAS, CIPD, Federation of Small Businesses, CBI, the faith and voluntary sector; and the West Yorkshire Health and Care Partnership.
  - **Produced a draft charter based on 5 key aspects of Fair Work for West Yorkshire:** *Opportunity, Security, Wellbeing, Employee Voice, and Fulfilment.*



# Public Consultation

The public were invited to respond to the draft charter over six weeks during Spring 2022.

- [211 written submissions and survey responses](#) were received from residents, employers and stakeholders, alongside [2049 written comments and reactions](#) to the 5 key aspects identified by the Steering Group .
- **Listening workshops and stakeholder meetings** were held with community and business representatives.
- **Key findings:**
  - Broad support for introducing the Charter across West Yorkshire.
  - Significant barriers were preventing SMEs from seeing the Charter as relevant, attractive and achievable.

A flyer for a virtual workshop. The text on the flyer includes:

OPPORTUNITY  
SECURITY  
WELLBEING  
EMPLOYEE VOICE  
FULFILMENT

**WHAT COULD A WEST YORKSHIRE FAIR WORK CHARTER MEAN?**  
FOR BUSINESS - FOR EMPLOYEES - FOR CALDERDALE

**VIRTUAL WORKSHOP** THURSDAY 14 APRIL 2022 10AM - 11AM

FOR MORE INFO EMAIL [INCLUSIVE.ECONOMY@CALDERDALE.GOV.UK](mailto:INCLUSIVE.ECONOMY@CALDERDALE.GOV.UK)

Tracy Brobin Mayor of West Yorkshire  
Calderdale Council  
VISION 2024

The flyer features a teal background with white text and a small illustration of three diverse people at the bottom.

# Discovery & Recruitment





# Employment Charters Review

We conducted a review of existing employment charter initiatives to understand different approaches to:



## Charter Content

Research from the [Inclusive Growth Network at the Centre for Progressive Policy](#) shows variations in the nature and extent of measures focusing on recruitment, terms, pay, benefits, job design, health and wellbeing, employee voice, diversity, supply chains and environmental impact.

- Enrolment Process**

We mapped the end-to-end process for a range of charter initiatives that typified the most common approaches, including [Greater Manchester Good Employment Charter](#), [Scottish Business Pledge](#), [Salford Employment Standards Charter](#), [Mayor of London's Good Work Standard](#) and [Living Wage Foundation accreditation](#).



[Mapping of employment charter processes attached](#)

# / Reaching out to Employers

We worked with Federation of Small Businesses, Chambers of Commerce and Confederation of British Industry to recruit employers to help co-design the Charter.

Building on the work of the Steering Group and public consultation, we conducted a range of user research activities with local employers, including:

- **One to one interviews and focus groups** to hear the concerns and ideas of employers, particularly SMEs, about the Charter content.
- **Interaction design workshops and prototype testing** to develop the enrolment process, user experience for employers who sign-up and website functionality.



# User Research



# Micro



# Small



# Medium



# Large



# / Learning from the Insights

Significant changes and careful design are needed for the final Charter to achieve maximum impact:



The key shifts in emphasis and framing required are:

- From an exclusive club of signatories to an **inclusive community of participants**.
  - From a single moment of demonstrating compliance to **embarking on a journey to help build a thriving economy**.
  - From a tone of judgement and assessment to a **spirit of development and support**.
- These changes will give the West Yorkshire Fair Work Charter:
    - A **distinctive look and feel**, compared to other similar initiatives.
    - A **new theory of change** that will drive success.

# Framing

# Vision

“A thriving economy where businesses **of all sizes** can meet their ambitions and work together to ensure the **diverse people and communities** of West Yorkshire contribute to, and benefit from, economic prosperity”

# The Commitment

“We will play our part in making that vision a reality by adopting good employment practices and embarking on a journey to raise those standards in sustainable way over time”

# The Journey

We are inviting organisations of all sizes and sectors to join us on the journey towards a West Yorkshire economy that provides all workers with

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- **Opportunity**
- **Security**
- **Wellbeing, a Voice** and
- a **Fulfilling** job.

# A First Step

- We recognise this journey will take time. Different employers are starting from different places. Businesses face many challenges today and will need to respond to different challenges in the future.
- This Charter is an invitation to all employers to take the 1st step on that journey and to recognise and celebrate the positive steps that they have already taken.

# Join Us

- We believe most West Yorkshire employers are capable of this 1st step and many are already doing great things to enhance their workers' lives.
- We want to shine a light on all that great work and give our region's businesses the recognition they deserve.

# Benefits to business of joining (what business told us)

- A clear framework and **pathway** for providing Fair Work

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- Help to **retain & recruit** good staff
- **Boost** productivity, growth and profitability
- Joining a community of like-minded employers and partners providing **peer group and other support**

# The Fair Work Charter

# Theme

**Vision statement** – the future economy and worker experience we are working towards

**Invitation** – to employers to take at least one recognised step under each Action – and commit to taking the other steps over time – ie the journey

## Action 1

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

## Action 2

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

## Action 3

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

# Theme 1 – Opportunity

Vision – We are working towards an economy where all pathways into employment are inclusive, organisations use the best recruitment practices and all people have access to flexible working .

**We invite employers to take a 1st step on this journey by taking the following Actions:**

## Action 1.1 – Inclusive pathways into employment and career progression

**Demonstrate your commitment through specific activities relevant to your business or sector, such as:**

- Broadening your recruitment channels to seek out underrepresented groups
- Using apprenticeships, paid internships, or work experience to widen access to employment opportunities
- Using methods such as mentoring, coaching, skills training and development to diversify the pipeline into leadership roles for current staff
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

## Action 1.2 – Inclusive recruitment practices

**Demonstrate your commitment through specific activities relevant to your business or sector, such as:**

- Using anonymised/name-blind recruitment procedures to ensure that candidates are judged on merit and not on their background, race or gender
- Using Positive Action measures to help people from under-represented groups overcome disadvantages in competing with other applicants
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

## Action 1.3 – Flexible working arrangements

**Demonstrate your commitment through specific activities relevant to your business or sector, such as:**

- Offering flexible working arrangements to staff wherever possible, including:
  - Where they work – e.g. agile working, working from home, hybrid working
  - When they work – e.g. flexible start and finish times, compressed hours, adopting relevant schemes such as the Carer's Passport scheme
  - How much they work – e.g., part-time, job share, unpaid leave

# Theme 2 – Security

Vision – We are working towards an economy where all organisations go beyond legal minimums to pay staff at least the real Living Wage and maintain working conditions that provide security and dignity to all workers.

**We invite employers to take a 1st step on this journey by taking the following actions:**

## Action 2.1 – Fair pay and working

### Hours

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Increasing the proportion of employees, apprentices or contractors paid at least the real Living Wage over time
- [For organisations with over 250 employees] Identifying, reporting and addressing ethnicity and/or disability pay gaps, alongside the gender and executive pay gap reporting required by law
- Increasing the provision, duration or replacement income rate of sick pay
- Providing clarity and good notice of working times to aid household planning
- Offering workers a guaranteed minimum number of hours per week

## Action 2.2 – Secure contracts and conditions

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Reducing forms of insecure employment (except where specifically requested by workers/applicants), such as:
  - payment by task/minute,
  - zero hours,
  - temporary/self employed/agency where roles can be made permanent
- Using procurement and purchasing power to minimise the use of unnecessary forms of insecure employment in the delivery of services through contractors

## Action 2.3 – Safe working environments

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Ensuring accessible, trusted and responsive processes for dealing with employee grievances and disciplinary issues
- Actively supporting initiatives and campaigns that promote safe working environments, free from violence, bullying, discrimination, harassment and victimisation

# Theme 3 – Wellbeing

Vision – We are working towards an economy where work helps all people to live healthy and happy lives, while contributing to the increased productivity of their employer.

**We invite employers to take a 1st step on this journey by taking the following actions:**

## Action 3.1 – Fostering good physical and mental health

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing access to relevant occupational health services that prevent illness and/or boost physical and mental health,
- Providing staff training to increase awareness of how to improve physical and mental health, and reduce any stigma
- Promoting active travel and/or practical action to reduce sedentary working habits

## Action 3.2 – Support for wider aspects of wellbeing

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing resources and support to help with money management and future planning
- Promoting and signposting employees to relevant local support services and organisations (e.g. Citizens Advice, credit unions)
- Providing other financial benefits to help with the cost of living (e.g., personal loans, cycle to work schemes, specialist financial planning advice, season ticket / travel card loans etc.)

# Theme 4 – Employee Voice

Vision – We are working towards an economy where all workers are empowered to contribute towards the success of their employer through positive relationships and effective communication

**We invite employers to take a 1st step on this journey by taking the following actions:**

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## Action 4.1 – Consultation and engagement

**Demonstrate your commitment through specific actions relevant to your business or sector, such as:**

- Involving staff throughout the business in decision-making and managing change through effective engagement, consultation, communication
- Ensuring clear and effective mechanisms for responding to the views, ideas and concerns of staff
- Using surveys or other methods to regularly monitor the views, ideas and concerns of staff
- Actively seeking and considering the specific views of diverse groups and people with protected characteristics within the workforce (e.g. via supporting staff networks)

## Action 4.2 – Recognition and support for trade unions, where requested by workers

**Demonstrate your commitment through specific actions relevant to your business or sector, such as:**

- Using induction, training and/or other activities to raise awareness of the opportunity to join a trade union or professional association
- Recognising and implementing collective bargaining agreements on pay and working conditions
- Providing time and facilities for trade union duties, training and activities

# Theme 5 – Fulfilment

Vision – We are working towards an economy where work provides all people with the opportunity to learn, develop and meaningfully connect to a purpose that resonates with them.

**We invite employers to take a 1st step on this journey by taking the following actions:**

## Action 5.1 – Learning and development

**Demonstrate your commitment through specific actions relevant to your business or sector, such as:**

- Providing continuous learning and skills development opportunities for all staff
- Using training and development activities to make the organisation more inclusive (e.g. Equality, Diversity & Inclusion training, English courses, digital literacy, inclusive leadership and management courses, reverse mentoring)

## Action 5.2 – People management

**Demonstrate your commitment through specific actions relevant to your business or sector, such as:**

- Using regular one-to-one conversations between staff and managers/supervisors, to ensure that:
  - Staff feel they belong, are invested in, and developed
  - There are opportunities to discuss wider workplace issues (e.g. mental health), and the distinctive needs of the worker
- Providing training for all leaders, managers and supervisors in relevant aspects of people management including leadership development and line management

## Action 5.3 – Supporting communities and good causes

**Demonstrate your commitment through specific actions relevant to your business or sector, such as:**

- Considering requests from staff which enable their participation in good causes and civil society, such as:
  - Volunteering
  - Time and facilities for prayer/rituals
  - Recognition and time off for religious holidays and festivals
- Providing funding, expertise and/or other in-kind support to charities and third sector organisations
- Using procurement and purchasing power to support local social enterprises and third sector organisations

# Sign up to West Yorkshire's Fair work membership

## Registration and membership

- We have provided criteria examples that can be selected; this keeps the registration process as straightforward as possible
- We estimate signing up should take **XX** minutes
- If you meet the criteria in other ways, please provide a brief summary, website link or accreditation reference number
- This is a self-assessment, but as part of joining the Fair Work Charter, you will have an annual conversation with someone about your organisation's progress. We also conduct spot checks and have a whistleblowing system for employees.

## Before you start

Start



[Create an account](#)

Sign into membership account

Email address

Password

Sign in

# Wellbeing

Mandatory fields are marked with \* and must be completed

Registration progress



**Does your organisation foster good physical and mental health? \***

What does this mean?



Yes



Not yet

**Does your organisation provide support for wider aspects of wellbeing, including personal financial health? \***

What does this mean?



Yes



Not yet

Back

Save and exit

Save and continue

# Steering Group – May 2023 meeting

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**Report to:** Business, Economy and Innovation Committee

**Date:** 26 July 2023

**Subject:** **Development and Delivery**

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

**Author:** Louise Allen, Programme Development Lead – Business and Innovation

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 celebrate the significant successes and achievements across a range of policy interventions to support businesses, grow the economy and deliver on Mission 1 of the West Yorkshire Plan.

## 2. Information

In delivery

### Evolution of the Growth Service

- 2.1. The evolved Growth Service is now in delivery with 15 Growth Managers across West Yorkshire supporting SMEs to access the business support they need, whether that is from the Combined Authority, its partners, national government, or the private sector. Work is ongoing to improve accessibility through the development of a new website and CRM system. See appendix 1.
- 2.2. Work continues to ensure the relationships, partnerships and processes are in place for successful delivery of the new service. Recent events to convene the ecosystem of support include the SME Network, West Yorkshire Innovation Network and refreshed Professional Services Network launch.

- 2.3. With new funding streams comes new freedoms and flexibilities. On 15 June 2023, a workshop of members of this committee and the Business Communications Group was held to discuss business support principles, Equality, Diversity and Inclusion implications and current gaps in provision. This insight will help to shape the direction of the new Growth Service and inform future areas for development.
- 2.4. Conversations are ongoing with members of the committee to ensure feedback is utilised effectively. Please see Appendix 1 of Item 8 for a full overview of the workshop feedback.

### **Helping businesses to start, develop and grow**

- 2.5. The £6m Enterprise West Yorkshire programme, a key intervention post-Covid to support individuals displaced as a result of the pandemic, has been in delivery since late 2021 and provides a package of enterprise support made up of three workstreams:
- 2.6. **Workstream 1: Exploring Enterprise**  
The project continues to exceed its EDI targets:
- Females: 70% (against a target of 50%)
  - Individuals from an ethnic minority: 33% (against a target of 30%)
  - Those who self-identify as having a disability: 11% (against a target of 10%).
- 2.7. In April 2023, following a successful 'Be the Boss' campaign, 184 individuals signed up to the programme. The campaign, which appeared on ad vans, bus stations and on social media, including Instagram, twitter and TikTok, reached over 186k people.
- 2.8. **Workstream 2: Start Up West Yorkshire**  
Start Up West Yorkshire delivers business advisory and account management support to pre-starts and start-ups. Delivery partner People Plus supported 1,187 individuals to access between 3 and 12 hours' support. Business Start Up Managers, based across the region, have provided account management for 249 individuals.
- 2.9. A new Development Fund is due to begin this year to pilot bespoke projects aimed at removing specific barriers preventing underrepresented groups to start and maintain successful start-up businesses.
- 2.10. **Workstream 3: Innovative Entrepreneurs**  
Expressions of interest for Innovative Entrepreneurs opened in June 2023 with the first cohort to begin in September 2023. The service provides intensive support to individuals who have an idea for a product or service that could tackle global issues. Through a 9-month programme of support, 75 individuals will be supported to gain the skills, knowledge and industry connections needed to bring their innovative idea to life.

- 2.11. Delivery of workstreams one and two are due to end in August 2024. Policy development to explore options around what comes next will take place over the coming months and will be discussed with and shaped by the committee.
- 2.12. The new, evolved AD:VENTURE programme, which received gainshare funding to deliver from April 2023, (and reaches a different audience than the pre-starts above, focusing on early trading businesses), has received 150 expressions of interest to date. Staff recruitment is ongoing for vacant posts and a launch date of 3 July is planned.
- 2.13 AD:VENTURE interlinks with Start Up West Yorkshire and provides a clear journey for entrepreneurs and young businesses to scale, develop and grow. See Appendix 2 for a business case study.

### **Helping businesses to access new finance**

- 2.14. Work is ongoing to develop thinking around new Access to Finance models. The existing SME Investment Fund launched in November 2022 and has made investments totalling £3.9m into two businesses, based in Bradford and Calderdale. Both investments received additional match funding totalling £4.2m from the Foresight North West fund. A further 58 applications are being reviewed.
- 2.15. In March 2023, this committee was presented with a paper on innovation finance and an opportunity for the Combined Authority to invest in Northern Gritstone. The committee will recall that Northern Gritstone is a regional investment vehicle providing venture capital funding to innovative and high-growth companies and university spinouts across the North of England (namely spinouts from the Universities of Leeds, Manchester and Sheffield); particularly in sectors such as clean technology; software, digital and AI; electronics, materials and manufacturing; and life and biosciences.
- 2.16. The Combined Authority's investment of £1.5m into Northern Gritstone is expected to achieve several outputs:
- Deploy £100 million into the West Yorkshire region (over a 5-year period).
  - Investment into 30 companies across West Yorkshire, of which 18 will be spinout companies from universities (over a 5-year period).
  - Create 450 additional jobs in the region (over a 5-year period).
  - Generate a 4x return on investment for shareholders (over a 10-year period).
- 2.17. The subscription agreement between the Combined Authority and Northern Gritstone was signed in May 2023. The first £300,000 payment was paid in June and the Combined Authority will pay £300,000 annually over a period of five years.

### **Helping businesses to invest in digital technologies**

- 2.18. Investment in digital tech for non-digital businesses is a key driver of improved productivity. UK SPF funding has been secured for an evolved Digital Enterprise offer, which will begin delivery in July 2023. To date, over 1,500

SMEs have received grant support from the current Digital Enterprise offer, totalling more than £7m and matched by £7m in private sector funding.

- 2.19. In total, over 1,000 businesses engaged with the Digital Knowledge Exchange, of which almost 300 benefitted from 12 hours or more support. More than 400 have taken advantage of Connectivity funding to upgrade their business broadband speed or install leased line circuits.
- 2.20. The new programme will offer advisory support and two levels of funding to enable innovative and transformational digital projects:
- digital accelerator grants for projects worth between £2k-25k offering up to 50% of project value (450 businesses)
  - digital impact grants for projects worth £25k-£200k offering 50% of project value (30 businesses).
- 2.21. Made Smarter is delivered across Yorkshire and Humber, led by South Yorkshire Mayoral Combined Authority, with grants administered by West Yorkshire Combined Authority. The programme is an integrated package of advisory support targeting manufacturers, helping them digitise processes with new technologies to improve productivity. Grants of up to £20,000 are available for projects in emerging technologies termed Industry 4.0.
- 2.22. The programme ran as a pilot in 2021/22, during which 16 businesses were supported with grant funding of £135,368. Since mid-2022, when the programme relaunched, 20 applications have been approved, totalling £279,361.

### **Helping businesses to develop their people and improve workplace culture**

- 2.23. Skills issues are frequently reported as the biggest challenge for businesses and business growth. On 22 June 2023, the Combined Authority approved to proceed with the Digital Skills, Green Skills and Skills Support for Employers programme.
- 2.24. The Workforce Development and Growth element of the package includes a programme of skills support for employers, specifically:
- Digital and green skills offers for businesses - including support for job creation, aligned to the mayoral pledge to create 1,000 green jobs for young people
  - Mayor's SME graduate pilot programme, designed to increase the uptake of graduate employment within SMEs in West Yorkshire
  - Regional skills support for employers to link businesses with skills offers across the region, including a skills grant funding offer.
- 2.25. The programme will support businesses to upskill, retain and attract talent as well as embed positive work cultures and increase diversity, with a key focus on supporting businesses to develop the skills they need to digitise and reach net zero.

### **Helping businesses to be more productive**

- 2.26. The Business Productivity Programme has been in delivery since May 2022 and provides advisory support and capital grants to businesses to increase and improve their productivity. As of June 2023, 131 enquiries have been received. 65 businesses are receiving advisory support from delivery partner Exemphas and subsequently 17 referrals for grant support have been received.
- 2.27. The UK SPF Rural Fund (£2,567,501) began delivery in West Yorkshire in April 2023. The Fund has three themes: business development, food processing and tourism/visitor economy. To date, one funding approval of £50,000 has been made to a Wakefield-based business under the business development theme.

### **Helping businesses to develop new products or processes**

- 2.28. Innovation is a key driver of improved productivity. Delivery of the ERDF funded Connecting Innovation is now complete. A new innovation package of support, funded via gainshare, is in the early stages of development with a launch of two new grant schemes anticipated in the autumn.
- 2.29. The final event for the Mayor's Innovation Prize pilot took place on 20 June 2023, at which the prize winners met the Mayor and Indro Mukerjee, CEO of Innovate UK. The winners, aged between 16 and 26, shared their experience of their innovation journey and next steps to develop their ideas to tackle the climate emergency.
- 2.30. The larger Mayor's Innovation Challenge, which builds on the Mayor's Innovation Prize pilot scheme, is in development and is planned to be formally launched at the West Yorkshire Innovation Festival. This is a radical shift away from traditional innovation support. As plans progress, officers will consult this committee to feed into the development and direction of this scheme.
- 2.31. The West Yorkshire Innovation Festival takes place this year w/c 13 November. The week-long event will focus on the priorities of the West Yorkshire Innovation Framework and will again include an Innovate UK West Yorkshire Local event. The festival aims to bring together businesses, entrepreneurs of all ages and backgrounds, and experts to share resources and support, to showcase the innovation happening across the region, making innovation inclusive and accessible to all. The website is [www.wyinnovationfestival.com](http://www.wyinnovationfestival.com)
- 2.32. The Innovate UK Local Action Plan was launched last year, a commitment between the Combined Authority and Innovate UK to work collaboratively to bring more innovation opportunities into the region. Work is ongoing to create a delivery plan for the West Yorkshire Action Plan. A first draft will be presented to this committee at the next meeting to gather feedback.

## **Helping businesses to become more sustainable**

- 2.33. The sustainability of the business base is a priority for the Combined Authority and a key contributor to reaching net zero targets. Delivery of the ERDF funded REBiz programme is now complete, and successfully overachieved on all the project outputs.
- 253 businesses (against a target of 237) accessed the support via either a grant, stage 3 circular economy advice, or 12 hours of advisory and consultancy support.
  - The project has exceeded its target for reducing carbon emissions, achieving 3,455 tonnes of CO<sub>2</sub>.
- 2.34. In December 2022, in response to the energy crisis, the Combined Authority launched a £1m Energy Price Emergency Grant to support businesses to implement energy efficiency projects. Grants of between £500 and £5,000 are available to businesses who employ fewer than 50 staff. The fund is open to businesses in any sector, meaning grant funding has been available to businesses who have traditionally been ineligible, for example, hospitality, beauty services and consumer goods. 163 grants in total have been offered, totalling £553,800. The Energy Price Emergency Grant scheme will end at the end of June 2023.
- 2.35. The new business sustainability package of support, funded via gainshare, will begin delivery in July 2023 and will build on the success of the previous ERDF funded programmes. Businesses will be supported to:
- Identify and measure environmental impacts, challenges and opportunities
  - Prioritise and plan what actions to take to address these
  - Act on plans through a range of advice and financial options.

In development

## **UK Shared Prosperity Fund Pillar 2: Supporting Local Business: Open Call for Projects**

- 2.36. A significant opportunity exists via UK SPF to address gaps in the current business support landscape and ensure businesses have access to the right support. The UK SPF Open Call for Projects application window closed on Friday 2 June. Officers and Local Authority representatives are now appraising the bids, with delivery of successful projects anticipated to start in September 2023.
- 2.37. As expected, the call is oversubscribed, with a number of bids received under each call area which will support businesses to export (business support theme: **Helping businesses to trade overseas**), grow, and to be resilient, and a call to consider alternative business models. Advice will be sought from the UKSPF Local Partnership Group and the Business, Economy and Innovation Committee on the recommended list of projects prior to formal approval by the Combined Authority in September 2023.

- 2.38. Further information will be provided to this committee once applications have been appraised.

### **Creative Industries business and skills support**

- 2.39. Support for the creative industries is a key priority for the Mayor; to help realise these ambitions, a new, integrated package of support for West Yorkshire's Creative Industries (provisionally titled You Can Make It in West Yorkshire) will be presented to the Combined Authority in July 2023. The total scheme cost is £1,734,750.
- 2.40. The scheme has been developed in consultation with Local Authorities and Creative Industries sector representatives, and seeks to deliver the following key outcomes:
- Increasing the resilience and growth of Creative Industries (CI) freelancers and micro-businesses
  - Upskilling CI graduates to meet the skills shortage of the sector
  - Increasing diversity (including socio-economic mobility) across the CI sector
  - Facilitating Peer Learning and career progression for people working on Year of Culture programmes
  - Increasing the resilience and growth of CI businesses, and of Heritage and Sport asset-owning non-profit organisations
  - Increasing accessibility of cultural events to disabled audiences and artists. This package of support will form part of the wider business support offer.
- 2.41. Please see Appendix 3 for a full overview of the creative industries support offer.

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

- 3.1. This is a cross cutting theme running through all programmes.

## **4. Inclusive Growth Implications**

- 4.1. This is a cross cutting theme running through all programmes.

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

- 5.1. This is a cross cutting theme running through all programmes.

## **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 progress of services in delivery and development.

## **11. Background Documents**

There are no background documents referenced in this report.

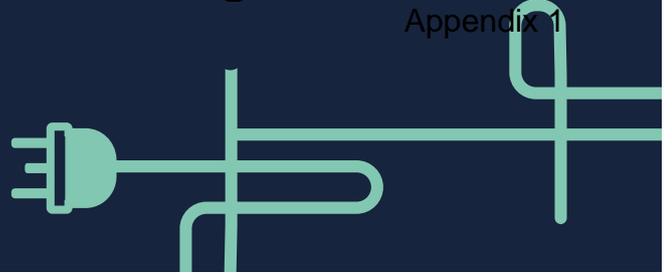
## **12. Appendices**

Appendix 1 – Business support offer overview

Appendix 2 – SUWY/AD:VENTURE case study

Appendix 3 - Creative industries business support package

# Business Support in West Yorkshire



Connecting West Yorkshire SMEs with the **right** support, at the **right** time.

Access point for all business support and funding within West Yorkshire.

Our dedicated team of knowledgeable local Growth Managers work with you to support your plans.

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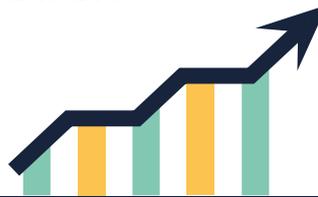
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## Start-Up West Yorkshire & ADVENTURE Case Study – Tchin Tchin



Start-Up West Yorkshire is part of the [Mayor of West Yorkshire](#)'s region-wide [Enterprise West Yorkshire programme](#) to encourage entrepreneurship and help people get the support that they need to start a successful businesses. [AD:VENTURE](#) provides specialist support to new businesses to help them grow.

[Tchin-Tchin Bar](#) is a fully mobile bar service catering all types of events. Providing fully staffed bar, with different hire terms and serving a range of drinks. Ideal for parties, weddings, festivals and corporate events. The business was founded by Emma Grant with the support of Sam Toulmin, and is based in Lofthouse, on the Leeds and Wakefield border.

**Emma accessed Start-Up West Yorkshire for help to reflect on her business model, address limiting factors, improve marketing, further her financial planning, identify efficiencies and grow the business. The support she received helped Emma to recognise the strengths of the business, to build a support network and to successfully apply for AD:VENTURE grant funding. The grant was used to improve marketing and grow her customer base by increasing trade with businesses.**

### About the business

Emma told us about how she started the business:

*“The idea of running my own business really appealed to me, choosing my own hours, being able to work on my own terms and the satisfaction of building something that was ours.*

*After spotting a converted horsebox bar for the first time, I fell in love and knew that’s what I wanted to do. I spent a lot of time in customer service roles and having worked in bars for a couple of years and really enjoyed it, the idea of being able to do this in multiple locations really appealed to me. So, with support from Sam and his knowledge for numbers and data analysis, we decided to go for it.*



*Before accessing business support we had completed one full year of trading, with the year prior to that being paused due to Covid. Within this year of trading, we completed 11 events of varying significance and turnover. We generally cover a 60-mile radius of around Leeds, which includes North and South Yorkshire, East Riding and parts of Lancashire.”*

## Objectives

Emma began receiving business support in September 2022. She told us why she decided to seek support:

*“We had a reasonable year of trade under our belt and were at a point where we could reflect and build on our experience. To make the most of this we needed some help.*

*We needed to make sure we had established our basics correctly, for us to move forward and grow our business successfully. This included pinpointing our USP and identifying our ideal client in order to direct any marketing efforts and connections in the right places.*

*The financial planning was needed to track the progress of the business up to present day, to review changes and identify efficiencies that needed to be made. We knew that once we had this in place, we would be able to forecast appropriately and navigate the financial challenges of our expansion plans.”*

Emma met with Peter, the Start-Up Manager for Leeds from the [Start-Up West Yorkshire programme](#). Peter recommended initiatives, planning tools, funding options and provided business starter-pack materials. He then referred Emma to the AD:VENTURE business growth programme to further develop the business.



## Results

*“We utilised every part of the training and support on offer. This included the one-to-one sessions with our dedicated advisor Stephanie [from the Accelerate programme delivered by AD:VENTURE partners Leeds Beckett University]. **These sessions were extremely helpful in being able to look deeper into specific areas of the business that could be made more efficient. As well as identifying what truly works well and being able to develop on those strengths for the future.***

*Following the Accelerate course, we were introduced to lots of other people and were able to build a network of likeminded individuals, as well as those with a wealth of experience for us to get support from and ask questions.*

*One of the huge benefits of accessing the AD:VENTURE programme, was that we were able to apply for the [grant funding](#). Our application was successful, and as a result we have been able to invest further into our business – We have had our copy redone for our website, so we can really make a lasting impression and provide the best user experience for our clients.*

*We had a branding photoshoot, again made possible thanks to the grant funding, these images are used for our marketing and our website, ensuring a clear brand message.*

*At the beginning we traded primarily business to customer. With most of our events being weddings and large events. We are now focusing on our business-to-business potential, both within the wedding industry (such as wedding venues) and corporate events.*

*We plan on bringing in at least one additional fix term member of staff within the next 12 months, as well as our small seasonal team. Our goal is to be able to employ a small team, providing a reliable income for our staff all year round.”*

## **Feedback**

Emma found the one-to-one support hugely valuable:

*“Taking things right back to the beginning by reviewing the basics was really great for identifying our USP and getting a better understanding of who our target audience is. We were able to tailor our content and marketing efforts.*

*I also found the sales sessions to be extremely helpful. I always thought I was quite good at sales, but there’s always more to learn. For me it was to make sure I was actively listening so that I know exactly how to respond to a potential client. Addressing any pain points they may have and offering a solution with our services.”*

Emma described her experience of Start-Up West Yorkshire and AD:VENTURE:

*“It was a really positive experience; it has opened us up to looking at further coaching and also signing up for alternative networking opportunities that I might otherwise have been too self-conscious to do.”*

We asked Emma what advice she would give to someone who is thinking about accessing business support:

*“Do it! No matter what stage you are at, these business support programmes are a great help. Getting the early steps right helps for later down the line.”*

**Visit Tchin Tchin – [Website](#) | [Pinterest](#) | [Instagram](#) | [Facebook](#)**

[Start-Up West Yorkshire](#) fully funded business support can help any type of business under three years old and those who have not yet launched their business, in West Yorkshire.

[AD:VENTURE](#) provides support to growth focused new businesses that trade with other businesses. See our webpage to find out more, register or [hear from more business owners](#) who have received support.

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## **Item 11: Delivery and Development**

### **Appendix 3: Creative Industries package of support**

#### **Activities:**

#### **Freelancer and micro-business support (Sept 23 - Sept 25)**

Specific activities:

Support Creative Industries (CI) freelancer and micro-business networks in each Local Authority to increase capacity to:

#### **Year 1**

- a. Work as a link organisation between Higher Education and CI sector, bringing recent graduates into membership and making existing knowledge-sharing, networking, and business support and skills training offer available; increasing the diversity of the membership.
- b. Conducting a skills and business support audit for their membership, in concert with a local CI employer skills shortage survey.

#### **Year 2**

- a. Act as a local delivery hub for skills training and business support to meet needs of audit.
- b. Act as a local delivery hub for the establishment of a West Yorkshire wide network of CI freelancers and micro-business, with the remit of knowledge sharing and skills transfer, cross-regional collaboration, opportunity sign-posting, evidence gathering and advocacy.

#### **Creative Catalyst Growth Accelerator (Jan 24 - Apr 25)**

This strand will build on an existing model, Creative Catalyst's previous iteration, to support culture and creative industries businesses in the region who are working with digital technologies to expand their reach and engagement and/or explore new business models.

#### **Creative Catalyst Mentoring (Jan 24 onwards)**

This strand will build on an existing model to support individuals working in mid-level roles in arts and culture businesses and organisations in the region who are looking to progress to a more senior position in the industry.

#### **Mayor's Screen Diversity Programme (iteration 1: Jan - Dec 2024 / iteration 2: Jan - Dec 2025)**

MSDP will build on an existing model to address under-representation within the screen industries by breaking down the perceived and actual barriers that can

prevent young people (aged 18-30) from diverse backgrounds starting and establishing careers within the industry.

### **Skills and Peer Learning between Years of Culture (Sept 23 - April 26)**

This activity will be procured via open tender and will deliver quarterly knowledge-sharing sessions, and talent escalator sessions between Year of Culture personnel (including local authority officers, external delivery partners, and freelancers) with strands according to role.

Delivery will begin in autumn 2023, with LEEDS23 and Kirklees Year of Music 2023 teams passing on learnings to Wakefield, Calderdale and Bradford teams. Key to the success of this activity is minimising the burden on time-poor Year of Culture delivery teams, and including day rate and travel costs to cover the participation of freelancers.

### **Heritage and Sport Asset-Owning Business Support Pilot (Apr 24 - Apr 25)**

This pilot is aimed to improve the resilience of asset-owning sport and heritage organisations.

The pilot will provide training to asset-owning sports clubs (including to their volunteers) on revenue diversification, sound governance, volunteer management, Equality, Diversity and Inclusion, energy efficiency, and stewardship skills.

### **Events and Venue Accessibility Resource (Sept 23 - Sept 25)**

To address the market failure of cultural events failing to be appropriately accessible for disabled artists and audiences, we will procure a disabled-led organisation to:

- a) deliver training and resources,
- b) provide a one-stop shop for services (including British Sign Language interpretation and audio description),
- c) manage a small capital grants fund to improve accessibility (including Loop systems for venues, wheelchair ramps, subtitling equipment).