

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

**ANNUAL MEETING TO BE HELD AT 2.00 PM
ON WEDNESDAY, 13 JUNE 2018
IN COMMITTEE ROOM A - WELLINGTON HOUSE, LEEDS**

A G E N D A

PART 1 – ANNUAL MEETING BUSINESS

**1. MEMBERSHIP OF THE LEEDS CITY REGION ENTERPRISE
PARTNERSHIP BOARD**

To consider the attached report in relation to:

- (i) Noting the local authority representatives and substitutes appointed to the LEP Board.
- (ii) Confirming the private sector representatives on the LEP Board.
- (iii) Confirming the member of the LEP Board to represent and engage with the SME business community.

(Pages 1 - 8)

2. APPOINTMENT OF THE DEPUTY CHAIR OF THE LEP

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 9 - 10)

**3. NOMINATION TO THE WEST YORKSHIRE COMBINED
AUTHORITY AND APPOINTMENTS TO OUTSIDE BODIES**

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 11 - 12)

4. APOLOGIES FOR ABSENCE

5. DECLARATIONS OF INTEREST

In accordance with the requirements of the LEP Board Members' Code of Conduct, members have an obligation to review their register of interests

before each meeting and to declare any interests.

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

6. EXCLUSION OF THE PRESS AND PUBLIC

7. MINUTES OF THE MEETING HELD ON 27 MARCH 2018

(Pages 13 - 22)

8. APPOINTMENT OF PANELS AND ADVISORY GROUP TO THE LEP (BUSINESS COMMUNICATIONS GROUP)

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 23 - 30)

9. GOVERNANCE ARRANGEMENTS

(Led by: Roger Marsh, Author: Angela Taylor)

- Constitution
- Procedure Rules
- Members' Code of Conduct
- Access to Information Annex
- Code of Practice for Recording Meetings

(Pages 31 - 66)

10. ANNUAL REPORT ON COMPLAINTS AND WHISTLEBLOWING

(Led by: Roger Marsh, Author: Caroline Allen)

- Procedure for considering complaints
- Confidential complaints procedure
- LEP Whistleblowing policy

(Pages 67 - 86)

11. REMUNERATION AND EXPENSES SCHEME AND ANNUAL SUMMARY

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 87 - 100)

12. EQUALITY AND DIVERSITY POLICY AND STATEMENT

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 101 - 110)

13. CALENDAR OF MEETINGS 2018/19

(Led by: Roger Marsh, Author: Angela Taylor)

(Pages 111 - 114)

PART 2 – OTHER BUSINESS

14. PANEL CHAIR UPDATES

- (a) BUSINESS COMMUNICATIONS GROUP**
(Led by: Joanna Robinson)
(Pages 115 - 124)
- (b) BUSINESS INNOVATION AND GROWTH PANEL**
(Led by: Andrew Wright)
(Pages 125 - 132)
- (c) EMPLOYMENT AND SKILLS PANEL**
(Led by: Rashik Parmar)
(Pages 133 - 138)
- (d) GREEN ECONOMY PANEL**
(Led by: Simon Pringle)
(Pages 139 - 144)
- (e) LAND AND ASSETS PANEL**
(Led by: Cllr Tim Swift)
(Pages 145 - 148)

For Decision

15. CAPITAL PROGRAMME UPDATE

(Led by: Melanie Corcoran, Author: Lynn Cooper)
(Pages 149 - 164)

16. INCREASING THE REGION'S GLOBAL PROFILE TO ATTRACT INVESTMENT

(Led by: David Shepherd, Author: David Shepherd)
(Pages 165 - 184)

17. TRANSFORMING CITIES FUND

(Led by: Liz Hunter, Author: Tom Gifford)
(Pages 185 - 190)

18. NORTH EAST, YORKSHIRE AND HUMBER ENERGY HUB

(Led by: Liz Hunter, Author: Jacqui Warren)
(Pages 191 - 196)

For Discussion

19. ECONOMIC REPORTING

(Led by: Patrick Bowes, Author: James Hopton)
(Pages 197 - 210)

20. CALL FOR PROJECTS UPDATE

(Led by: Melanie Corcoran, Author: Dave Haskins)
(Pages 211 - 218)

21. CULTURE, SPORT AND MAJOR EVENTS IN THE LEEDS CITY REGION STRATEGY

(Led by: Liz Hunter, Author: Jon Skinner)
(Pages 219 - 226)

22. POLICY FRAMEWORK AND LOCAL INCLUSIVE INDUSTRIAL STRATEGY UPDATE

(Led by: Liz Hunter, Author: Marc Eatough)
(Pages 227 - 236)

For Information

23. DATE OF NEXT MEETING

The next meeting will be held on 19 July 2018.



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

Date: 13 June 2018

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

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To ask Leeds City Region Enterprise Partnership Board (the LEP Board) to:
- note the local authority representatives and substitutes appointed to the LEP Board,
 - confirm the private sector representatives on the LEP Board,
 - confirm the member of the LEP Board to represent and engage with the SME business community.

2. Information

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

Local authority representatives

- 2.2 The LEP Constitution provides for the following local authorities to appoint a **local authority representative** and **substitute** to the LEP Board:
- City of **Bradford** Metropolitan District Council
 - Borough Council of **Calderdale**
 - **Harrogate** Borough Council
 - **Kirklees** Metropolitan Council
 - **Leeds** City Council
 - **North Yorkshire** County Council
 - Council of the City of **Wakefield**
 - City of **York** Council
- 2.3 Attached as **Appendix 1** to this report is a schedule of the local authority representatives and substitutes appointed to the LEP Board.

Private sector representatives

- 2.4 Attached as **Appendix 2** to this report is a schedule of the private sector representatives currently serving on the LEP Board. The LEP Constitution does not provide for substitutes for private sector representatives.

SME LEP Board member

- 2.5 In accordance with the Leeds City Region Assurance Framework, the LEP appoints a member of the LEP Board to represent and engage with the SME business community. This is a requirement of the National Assurance Framework.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 In respect of membership, the LEP constitution provides that:

- a majority of LEP Board members shall be private sector representatives,
- each private sector representative is appointed in their individual capacity, and not as a representative of their employer nor of any other organisation.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board:

- i. Notes the local authority representatives and substitutes appointed to the LEP Board set out in **Appendix 1** of this report.
- ii. Confirms the private sector representatives on the LEP Board as set out in **Appendix 2** of this report.
- iii. Confirms Joanna Robinson as the member of the LEP Board to represent and engage with the SME business community.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 - Schedule of local authority representatives

Appendix 2 – Schedule of private sector representatives

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Local authority representatives and substitutes appointed to the LEP Board

Local authority	Representative ¹	Substitute ²
City of Bradford Metropolitan District Council	Cllr Susan Hinchcliffe	Cllr Imran Khan
Calderdale Metropolitan Borough Council	Cllr Tim Swift	To be confirmed
Harrogate Borough Council	Cllr Richard Cooper	Cllr Graham Swift
Kirklees Metropolitan District Council	Cllr Shabir Pandor	Cllr David Sheard
Leeds City Council	Cllr Judith Blake	Cllr James Lewis
North Yorkshire County Council	Cllr Carl Les	Cllr Andrew Lee
Wakefield Metropolitan District Council	Cllr Peter Box	Cllr Denise Jeffery
City of York Council	Cllr Andrew Waller	Cllr Ian Gillies

¹ The LEP constitution does not require a local authority representative to be a council Leader.

² The substitute member for a local authority representative must be an elected councillor from the same local authority as the member for whom they are substituting, with the exception of the representative for Harrogate Borough Council, who may be represented by an elected Member from **Craven** District Council, **Selby** District Council or **Harrogate** Borough Council.

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Private sector representatives on the LEP Board

Private sector representative	Sector	Term of office due to expire
Roger Marsh (Chair)	Professional services	30 June 2019
Adam Beaumont	Digital	30 September 2020
Ian Cherry	Rental & Leasing (Support Services)	30 June 2019
Professor Bob Cryan	Higher Education	30 June 2019
Nicola Greenan	Creative/Arts	30 September 2020
Amir Hussain	Architect/professional services	30 September 2020
Rashik Parmar	Technology	30 June 2019
Joanna Robinson	Infrastructure	30 June 2019
Andrew Wright	Engineering	30 June 2019

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

Date: 13 June 2018

Subject: Appointment of Deputy Chair of the LEP

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

1.1 To appoint a Deputy Chair of the Leeds City Region Enterprise Partnership (the LEP).

2. Information

2.1 The LEP Board constitution provides that the LEP Board will appoint:

- a private sector representative as Chair of the LEP, and
- one of the local authority representatives appointed to the LEP Board as a Deputy Chair of the LEP.

2.2 The current Chair of the LEP is Roger Marsh, who was appointed on a 3 year term of office on 1 July 2016.

3. Financial Implications

3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board appoints Councillor Swift as Deputy Chair of the LEP for 2018/19.

8. Background Documents

8.1 None.

9. Appendices

9.1 None.



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

Date: 13 June 2018

Subject: **Nomination to the West Yorkshire Combined Authority and appointments to outside bodies**

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

1.1 To ask the LEP Board to:

- nominate to the West Yorkshire Combined Authority (“the Combined Authority”),
- note appointments made by Transport for the North (TfN), and
- note the nominated representative and alternate to the Strategic Oversight Board for the Northern Powerhouse Investment Fund Ltd.

2. Information

2.1 The West Yorkshire Combined Authority Order 2014 (“the 2014 Order”) provides that the Combined Authority shall appoint a member of the LEP nominated by the LEP to be a member of the Combined Authority, (“the LEP Member”). The Combined Authority must also appoint a substitute to act in the absence of the LEP Member (including attending any committee or panel of the Combined Authority to which the LEP Member has been appointed, in the absence of the LEP Member).

Transport for the North (TfN)

2.2 At its first meeting as a statutory sub-national transport body, TfN appointed representatives of the 11 local enterprise partnerships within the TfN area (and representatives of HS2, Network Rail and Highways England) as co-opted members of TfN. Roger Marsh was appointed as the representative of the LEP, with Ian Cherry as his substitute.

Strategic Oversight Board for Northern Powerhouse Investment Fund Ltd

- 2.3 Roger Marsh remains a nominated representative on the Strategic Oversight Board, as one of ten representatives of local enterprise partnerships. Ben Still, in his capacity as Chief Executive Officer of the LEP, is his alternate.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 There is no requirement in the 2014 Order for the LEP Member or their substitute to be a private sector representative member of the LEP Board, but private sector representation secures direct private sector input into the Combined Authority membership.
- 4.2 The 2014 Order provides for the LEP Member to be non-voting. However, members of the Combined Authority appointed by constituent councils of the Combined Authority may resolve that this provision does not apply.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board:
- i. Nominates Roger Marsh as the Chair of the LEP Board, to be the LEP Member on the Combined Authority, and Professor Bob Cryan to be the substitute LEP Member on the Combined Authority.
 - ii. Notes the appointment of Roger Marsh, Chair of the LEP, as a co-opted member of Transport for the North, with Ian Cherry as his substitute.
 - iii. Notes that Roger Marsh as Chair of the LEP is a nominated representative to the Strategic Oversight Board for Northern Powerhouse Investment Fund Ltd, with Ben Still, Chief Executive Officer of the LEP as his alternate.

8. Background Documents

- 8.1 None.

9. Appendices

- 9.1 None.



**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON TUESDAY, 27 MARCH 2018 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Roger Marsh OBE (Chair)	Leeds City Region Enterprise Partnership
Professor Bob Cryan CBE	University of Huddersfield
Councillor Denise Jeffery	Wakefield Council (to minute 77)
Councillor Susan Hinchcliffe	Bradford Council
Amir Hussain	Yeme Architects
Councillor Andrew Lee	North Yorkshire County Council
Councillor Shabir Pandor	Kirklees Council
Councillor Tim Swift	Calderdale Council (to minute 76)
Councillor Andrew Waller	City of York Council

In attendance:

Simon Pringle	Project Rome
Tom Riordan	Leeds City Council
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Sue Cooke	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Marc Eatough	West Yorkshire Combined Authority
Roger Baker	West Yorkshire Combined Authority
David Shepherd	West Yorkshire Combined Authority
Sarah Bowes	West Yorkshire Combined Authority
Noel Collings	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

69. Apologies for Absence

Apologies for absence were received from Adam Beaumont, Ian Cherry, Nicola Greenan, Rashik Parmar, Joanna Robinson, Andrew Wright and Councillors J Blake, P Box, R Cooper, C Les and D Sheard.

70. Declarations of Interest

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

71. Chair's Comments

The Chair announced that the Leeds City Region Enterprise Partnership had been successful in its bid for £4 million to support the transformation of the former Bradford Odeon cinema following the bid selection process undertaken at the LEP Board. In response, Councillor Hinchcliffe thanked the LEP Board and the Bradford community for their support.

72. Minutes of the meeting held on 16 January 2018

Resolved: That the minutes of the meeting held on 16 January 2018 be approved and signed by the Chair.

73. Panel Chair Updates

The Panel and Group Chairs were thanked for the following reports which were presented to the Board for information and update:

- Business Communications Group
- Business Innovation and Growth Panel
- Employment and Skills Panel
- Green Economy Panel
- Land and Assets Panel

In discussing and noting the reports the following comments were made:

Business Innovation and Growth Panel - Members welcomed the confirmation of funding for the Growth Service for the next two years that will allow continuation of the of the 'hub and spoke' delivery model to support businesses.

Employment and Skills Panel - further information regarding the Futuregoals careers campaign would be reported to members.

Green Economy Panel – the draft Green and Blue Infrastructure Strategy and Delivery Plan was to be considered by the Panel in April prior to the LEP Board and Combined Authority.

Resolved: That the updates be noted.

74. Growth Deal Update

The Board considered a report of the Director of Delivery which provided an update on progress made on the implementation of the Growth Deal programme.

A summary of Growth Deal expenditure to the end of January 2018 was detailed in the submitted report and the Growth Deal and West Yorkshire plus Transport Fund (the Transport Fund) dashboards were attached at Appendices 1 and 2.

Members discussed the current forecast outturn for the programme and the contingencies which had been identified in order to address the predicted shortfall. It was noted that one of the contingencies was to have brought forward spend for the East Leeds Orbital Route Outer Ring Road Junctions but there were delays to the delivery of the scheme following Carillion going into liquidation. Members were advised that the Government would take this into consideration when reviewing performance as it was out of the Combined Authority and partners' control. Schemes will be encouraged to accelerate spend where possible and further over-programming opportunities explored. Officers were currently investigating loan facility options to identify how over-programming can best be funded and a report will be brought to a future meeting of the LEP Board and West Yorkshire Combined Authority for consideration.

The LEP Board asked that their thanks be passed on to all the teams and project sponsors across the City Region for the work being done to meet the Growth Deal targets.

Resolved:

- (i) That the progress towards the implementation of the Growth Deal be noted.
- (ii) That the work to identify how to fund and manage over-programming be endorsed.

75. Inclusive Growth Outcomes from the Business Growth Programme

The Board considered a report of the Executive Head of Economic Services proposing revised criteria and associated conditions for awarding grants to businesses from the Leeds City Region Enterprise Partnership (LEP)/West Yorkshire Combined Authority's (Combined Authority) Business Growth Programme (BGP).

It was reported that as part of the City Region's approach to a local inclusive industrial strategy, the LEP is proposing to revise the criteria and associated conditions for awarding grants to incentivise businesses to grow in a way that delivers inclusive growth. The report provided an overview of the consultation and the main findings to date were noted.

Members discussed the revised approach which was set out in Appendix 1 to the submitted report. They welcomed the proposal and there was strong support for the inclusive growth agenda and its underpinning principles, including encouraging employers to invest in progression for their lower-paid staff, apprenticeships and other similar commitments. It was acknowledged, however, that there would be some challenges, particularly the aspiration to pay the 'real living wage' for new jobs created as a result of investment projects supported by grants. A two-tier approach was, therefore, agreed which would not exclude lower paid sectors but would incentivise higher awards to

firms creating higher skilled, better paid roles. Members were keen to ensure that the processes should be kept simple for businesses to implement and to this end, it was proposed that the scheme conditions be considered further by the Executive Head of Economic Services and tested with members of the LEP Board.

In addition, the Board recognised the ambition to identify an effective, robust and deliverable way to support businesses that are improving their productivity and competitiveness, with grant funding for capital investment projects, without necessarily creating new jobs. The productivity agenda is being considered at national policy level and it was proposed that a small working group be established with business representatives and progress reported to the Business Innovation and Growth Panel.

Resolved:

- (i) That the revised criteria and associated conditions for awarding grants from the Business Growth Programme (BGP) as set out in Appendix 1 of the submitted report be approved, and that implementation commence in the summer following adoption by the Combined Authority in May 2018.
- (ii) That a small working group be established to identify how improvements in business productivity can be incorporated within future approaches to appraising, awarding and monitoring BGP grants. Furthermore, that the findings of the group are used to inform the design and delivery of a pilot project on business productivity as set out in paragraph 2.16 of the submitted report.
- (iii) That the proposal to undertake further analysis on how the new approach will be applied to strategic inward investment projects be supported.

76. Trade and Investment Forward Plan

The Board considered a report of the Executive Head of Economic Services on the work of the Trade and Investment team and the 2018/19 Forward Plan.

Details of activities and developments for inward investment were outlined in the submitted report and an overview of the current trade performance and outlook was attached at Appendix 1.

In respect of the Trade and Investment Plan 2018/19, the Board considered a number of objectives which were being proposed in order to focus the work of the team and maximise the effectiveness of activities within available resources. It was noted that key performance indicators had been included in the Combined Authority's draft business plan which was to be finalised in April 2018.

The Board discussed the forward plan of activity for 2018/19 and were advised

of six major initiatives which the team was proposing to undertake across key sectors and markets. A breakdown of the anticipated spend for the events was included in the report and it was noted that these were the maximum projections which were subject to change and may come in at a lower cost. Business cases would be prepared for each trip to justify value for money and these would go through the Combined Authority's revised procurement process.

Members discussed the importance of attending the events alongside representatives from the private sector to promote the City Region. It was reported that economic development teams across the City Region had been contacted in order to ensure that businesses were aware of the proposed activities and Members were urged to inform their colleagues of the proposed programme and to contact the Trade and Investment team for any further information.

Feedback from the recent MIPIM event was provided in a separate report on the agenda.

Resolved:

- (i) That the update on Trade and Investment activity in 2017/18 be noted.
- (ii) That the Trade and Investment Business Plan for 2018/19 be approved.

77. Energy Accelerator

The Board considered a report of the Interim Director of Policy and Strategy which provided an update on the Energy Accelerator (Accelerator) including:

- The draft Contract for Funding between the EIB (European Investment Bank) and West Yorkshire Combined Authority (Combined Authority).
- Key corporate risks for the Combined Authority and project sponsors if the Combined Authority choose to sign the contract.
- Recommendations from the Green Economy Panel (GEP) to the LEP outlined in paragraph 2.26 of the submitted report.

The Board discussed the information provided in the report and it was noted that the Accelerator was dependent on the European Investment Bank (EIB) ELENA fund. This had now been confirmed and Members considered the draft Contract for Funding which had been received for review and signing. The key risks and their impact to the Combined Authority were discussed. It was noted that the Combined Authority should consider these risks in setting its future reserves strategy as summarised in the submitted report.

Resolved: That the LEP Board recommend to the Combined Authority that the EIB contract be signed.

78. Governance Update

The Board considered a report of the Director of Resources in order to:

- Report an urgent decision of the LEP Chair, taken in accordance with the LEP Constitution and relating to governance documents.
- Report minor technical amendments to LEP governance documents approved by the Head of Legal and Governance Services under delegated authority.
- Provide an update on the Assurance Framework considered by the Board at its meeting on 16 January 2018.
- Confirm LEP nominations to the Transport for the North (TfN) Board.

The Chair thanked Members for completing their Register of Interests and the Legal and Governance Services team for ensuring that the Government's deadline was met.

Resolved:

- (i) That the urgent decision of the LEP Chair on 27 February 2018 to approve a LEP whistleblowing policy and revised LEP Board Members' Code of Conduct attached at Appendices 2 and 3 of the submitted report be noted and endorsed.
- (ii) That the minor amendments made to the LEP governance documents as set out in Appendix 4 to the submitted report be noted.
- (iii) That it be noted that the Assurance Framework has now been finalised.
- (iv) That Roger Marsh be nominated as the LEP representative to the TfN Board and Ian Cherry as substitute for that position.

79. Massachusetts Institute of Technology - Regional Entrepreneurship Acceleration Program (MIT REAP)

The Board considered a report of the Interim Director of Policy and Strategy to secure a mandate to progress an opportunity to take part in a University of Leeds led MIT REAP (Massachusetts Institute of Technology - Regional Entrepreneurship Acceleration Program) programme should their application on behalf of the City Region be successful.

Members welcomed the initiative but stressed that if successful, it was important that all institutions worked in partnership to ensure true representation across the region.

Resolved:

- (i) That the direction of travel be supported and a mandate be provided to engage in further discussions around a City Region approach.

- (ii) That if the application is successful, a report confirming the arrangements and implications be brought to a future meeting.

80. Economic Reporting

The Board considered a report of the Interim Director of Policy and Strategy which provided an update on the latest economic and business intelligence.

The report and appendices covered the main local, national and international economic developments since the last meeting and included new data available from the Quarterly Economic Survey with the Chambers of Commerce for Leeds City Region (for Q4/2017), the performance of the City Region labour market (for Q3/2017) and regional goods exports data from HMRC for the same period. Data from Banksearch and the latest updates from the Office for National Statistics were also included in the report together with updated global economic forecasts from the IMF.

Resolved: That the analysis and economic update be noted.

81. An Inclusive Growth Policy Framework and Local Inclusive Industrial Strategy

The Board considered a report of the Interim Director of Policy and Strategy which:

- Set out for discussion how inclusive growth will be embedded across the City Region's expanded policy framework in order to address the four key challenges agreed by the LEP Board at its awayday in September 2017.
- Illustrated that partner authorities are delivering prototype services which, subject to further investment, might be extended across the city region to delivery inclusive growth outcomes.
- Provided an update on emerging priorities for a focused local inclusive industrial strategy, to be developed at pace and collaboratively with partners.

A copy of the emerging policy framework was attached at Appendix 1 and a summary of the inclusive growth project's achievements was attached at Appendix 2

It was reported that a programme of engagement will be undertaken with a range of stakeholders over the coming months including partner councils, universities and business representative groups. An initial workshop was to be held in the near future followed by an extensive programme of consultation from May 2018. Updates would be provided at future meetings and it was proposed that this be considered at the LEP Board's away day in September 2018.

Resolved:

- (i) That the LEP Board agree that inclusive growth be embedded across the City Region's expanded policy framework as described in order to address the four key challenges agreed by the LEP Board at its away day in September 2017.
- (ii) That the LEP Board note that in addition to the core activity of partners to drive inclusive growth across all activity, there are particular prototype activities across all districts that can improve the lives of disadvantaged groups. Subject to results and further investment this activity might be extended across the City Region to delivery inclusive growth outcomes.
- (iii) That the LEP Board note the activity to deliver a focused, local inclusive industrial strategy at pace and developed collaboratively with partners.

82. Digital Framework

The Board considered a report of the Interim Director of Policy and Strategy which provided an update on work to develop the Leeds City Region Digital Framework and to seek feedback and comments.

Members discussed the work being undertaken to develop a Digital Framework which was being progressed alongside the development of the new Local Inclusive Industrial Strategy. Details of the proposed strands/outcomes to the emerging LCR Digital Framework were outlined in the submitted report and further information provided in Appendix 1. It was proposed that a workshop would be held for each of the strands/outcomes and a wider online consultation would then be undertaken to capture the views and opinions of stakeholders across the City Region.

It was reported that work on digital was already taking place within some authorities and the Digital Framework will need to recognise this, building on good practice and identifying new future activity, particularly aligned with inclusive growth outcomes.

Resolved: That the direction of travel and emerging outcomes be noted.

83. MIPIIM Feedback

The Board considered a report of the Executive Head of Economic Services which provided an overview of activity at MIPIIM 2018. Members were also given a verbal update of the MIPIIM event which had taken place between 12-15 March 2018.

It was reported that the Leeds City Region Enterprise Partnership (LEP) had raised record levels of private sector sponsorship which was used to fund the programme of events and activities throughout the recent conference. A copy of the MIPIIM 2018 programme was attached at Appendix 1 and had

showcased the potential across the Leeds City Region in a bid to secure investment, speculative development and occupier interest.

Feedback from those who had attended, which included representatives from Leeds, Bradford, York, Wakefield and Kirklees partner councils was that the event had been very successful in promoting the City Region.

Members were given an update on the positive feedback received in respect of the Leeds City Region stand and of the investor meetings held, and contacts made, with potential developers, investors and businesses. The importance of strengthening the Leeds City Region delegation and having as many public and private sector partners involved at future events was stressed to build on the success.

A review of this year's events would be undertaken and this would be presented alongside the business case and funding options for any proposed 2018/19 MIPIM programme. It was also suggested that early decisions on attendance would be beneficial to take advantage of better travel and accommodation deals. All funds spent by the Combined Authority would be subject to the Combined Authority's procurement process.

The LEP Board thanked the private sector for their continued support in promoting the City Region and also the team involved in the planning and preparation for the event.

Resolved: That the report be noted.

84. Date of the Next Meeting

The next meeting of the LEP Board will be held on 9 May 2018 at 2.30 pm in Wellington House, Leeds.

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

Date: 13 June 2018

Subject: **Appointment of panels and advisory group to the LEP
(Business Communications Group)**

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To note the West Yorkshire Combined Authority's (the Combined Authority's) proposals to appoint panels at its annual meeting, to advise the Combined Authority and report to the LEP Board.
- 1.2 To ask the LEP Board to appoint the Business Communications Group as an advisory group of the LEP Board, and confirm its membership and chair, and updated governance arrangements.

2. Information

Advisory Panels

- 2.1 From September 2017, to promote integrated, clearer and transparent decision-making, LEP Panels previously appointed by the LEP became advisory committees of the Combined Authority, with the Business Investment Panel becoming a sub-committee of the West Yorkshire and York Investment Committee.
- 2.2 At its meeting in May 2018, the Combined Authority resolved in principle to appoint an Inclusive Growth Panel as an additional panel at the annual meeting of the Combined Authority on 28 June 2018, with a remit extending to advising on other aspects of public policy not covered by any other Combined Authority panel. Membership and terms of reference for this Panel are still to be finalised, and will be considered at the Combined Authority's annual meeting on 28 June 2018. A reference to securing inclusive growth will also be embedded into the terms of reference for every other relevant panel, as a "golden thread" across all panels.
- 2.3 The Combined Authority has also resolved in principle that advisory functions currently carried out by the Land and Assets Panel will be extended to reflect the ambition to secure a high quality spatial offer extending to sport and

culture, and address the spatial aspects of deprivation, with the Panel renamed Place Panel. The Place Panel's functions would include those functions which currently sit with the informally constituted Planning Portfolios Board, such as evidencing compliance with the statutory duty to co-operate in relation to planning of sustainable development.

- 2.4 Subject to resolution of the Combined Authority, the current voting membership of the Land and Assets Panel and the Planning Portfolios Board would be integrated for the Place Panel as follows:
- 3 Combined Authority members,
 - 2 private sector representatives,
 - 11 relevant portfolio holders (one from each of the Leeds City Region councils currently represented on the Planning Portfolios Board).
- 2.5 The two non-voting advisory representatives currently appointed to the Land and Assets Panel would continue to serve as non-voting representatives on the Place Panel.

Business Communications Group

- 2.6 Engagement with stakeholders and the wider public is a central part of the process to develop, monitor and implement the Strategic Economic Plan, the Growth Deal and all other aspects of the work of the LEP and the Combined Authority.
- 2.7 The LEP's Business Communications Group is made up of representatives from key business organisations in the City Region. The Group acts as an advisory group to the LEP Board; consulting with the Group on barriers to growth and ensuring businesses are at the heart of everything the LEP does. The Group also plays an active role in supporting business growth in the region by helping to coordinate effective communications between the LEP and the business community.

Membership

- 2.8 The Group brings together representative organisations and sector bodies in the region, collectively representing around 20,000 local companies. The current membership is set out in the attached **Appendix 1**.

Governance arrangements

- 2.9 Current governance documentation for the Group dating back to its inception, have been reviewed and updated and are attached as **Appendix 2** to this report.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 As an advisory group of the LEP Board, statutory requirements relating to access to information provisions do not apply to the Business Communications Group.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board:
- i. Notes the Combined Authority's proposals to appoint the following panels (advisory committees) at its annual meeting, which will also advise the LEP:
 - Business Innovation and Growth Panel,
 - Employment and Skills Panel
 - Green Economy Panel
 - Inclusive Growth Panel
 - Place Panel.
 - ii. Appoints the Business Communications Group as an advisory group of the LEP Board.
 - iii. Confirms the membership of the Business Communications Group as set out in **Appendix 1** to this report.
 - iv. Endorses updated governance arrangements for the Business Communications Group as set out in **Appendix 2** to this report.
 - v. Appoints Joanna Robinson as Chair of the Business Communications Group.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – Membership of the Business Communications Group
Appendix 2 - Governance arrangements for the Business Communications Group

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Business Communications Group - Membership

Member	Sector or organisation
Joanna Robinson (Chair)	Infrastructure
Lisa Buck	Manufacturing
Malcolm Bingham	Freight Transport Association
Diane Earles	Chartered Institute of Marketing
Stuart Flack	Manufacturing
Martin Hathaway	Mid Yorkshire Chamber of Commerce
Lee'ann Kaufman	IT & Technology PR
Robert McClements	Digital
Mark Goldstone	Adult Skills Network
Beckie Hart	Confederation of British Industry (CBI) Yorkshire & Humber
Natalie Sykes	Institute of Directors Yorkshire
Paul Varley	Financial Services
Louise Tearle	West Yorkshire Consortium of Colleges
Janet Thornton	Yorkshire Food Farming and Rural Network (YFFRN)
June Smith	EEF (The Manufacturing Organisation)
Barney Mynott	Federation of Small Business (West Yorkshire)
Geoff White	Royal Institution of Chartered Surveyors North
Michael Harvey	Business in the Community
Nasser Malik	Yorkshire Enterprise Network
Iqbal Singh	Infrastructure
Jeremy Wright	Construction Industry Training Board (CITB)

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Business Communications Group

Governance arrangements

Aim

To support the Leeds City Region Enterprise Partnership (LEP) by acting as a two-way communications channel to and from the private sector business community across Leeds City Region.

Membership

The Group consists mainly of representatives from the various private sector business representative organisations (which have cross boundary membership) from across the Leeds City Region as well as representatives from key industry sectors. Their involvement with the Group means that they can use their memberships as a dissemination vehicle for and to the LEP.

Representatives on the Group will generally be those who are involved in the day to day activities of their representative organisations rather than a member business.

Activities

The primary role of the Group is to disseminate information about the LEP to and from the private sector business community, but additional activities also include:

- promoting the activities of the LEP amongst the wider private sector business community,
- raising awareness amongst the private sector business community of any events, business support or other activities led by the LEP,
- providing a conduit for feedback to the LEP Board from the wider private sector, business community, so that the LEP Board can consider an appropriate response to issues holding back business growth,
- providing an opportunity for other boards, panels and committees associated with the LEP to engage with the wider private sector business community,
- providing members, either from the group or from their memberships for possible “task and finish” work groups that may be established to undertake work on behalf of the LEP, and
- being identifiable “point of entry” for those from the private sector, not involved in any LEP related activity, wanting to make contact with the LEP.

The above is not a finite list and may be reviewed from time to time.

Meetings

The Group meets on a quarterly basis and meetings include:

- updates from previous LEP Board meetings including any actions or priorities that the Group should be taking forward,

- feedback from the various representatives about the performance of the local economy including any major barriers to growth or significant changes to economic activity, and
- feedback from any “task and finish” groups that may have been established.

Formal feedback on the activities of the Group to the LEP Board is provided by the chair of the Group.

Time commitment

The Group meets once per quarter and each meeting lasts around two hours. There are occasions when pre-meeting preparation is required or members are asked to participate in “task and finish” work groups or other workshops to help shape LEP policy or service design. This will only take place with the relevant individual’s agreement. The basic time commitment is around half to one day per quarter.

Chair

Ideally, the chair of the group is a private sector representative from the LEP Board as this aids communications as well as facilitating support for the Group by the LEP Board. Regular updates will be provided to the chair about the activities of the group.

However, if the chair is not on the LEP Board then it should be an independent business person at the appropriate level (that is, a senior leader or decision-maker) who is still actively involved in business. The person should be well respected and well networked with the Leeds City Region business community and have a good, broad understanding of the barriers to growth as well as a desire to see the economy grow and prosper.



Report to: Leeds City Region Enterprise Partnership Board

Date: 13 June 2018

Subject: **Governance arrangements**

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

1.1 To review and approve governance documents for the Leeds City Region Enterprise Partnership (LEP).

2. Information

2.1 Over the last year, significant changes were made to LEP governance arrangements including:

- LEP Panels becoming advisory committees of the Combined Authority, to promote integrated, clearer and transparent decision-making, and
- the LEP Board approving a LEP Constitution and supporting suite of governance documents at its meeting in January 2018, further to a review of LEP transparency taking into account the recommendations of the Ney report.

2.2 The Annual Conversation performance review of the LEP carried out by the Cities and Local Growth Unit in February rated the new arrangements very positively. This rating took into account the exemplary compliance with the new requirements to declare interests, achieved within short timescales due to the commitment of members of the LEP Board.

2.3 Further to best practice guidance on local enterprise partnership governance and transparency being finalised by the Department for Communities and Local Government, minor amendments to governance documents were reported to the LEP at its meeting in March 2018.

2.4 A revised National Assurance Framework reflecting the outcome of the Ney report was anticipated in April, but has yet to be published. LEP governance arrangements will need to be reviewed, together with the Leeds City Region Assurance Framework, when the revised National Assurance Framework is published. It is not anticipated that any significant amendments will be

required since the Ney recommendations have already been taken into account. Similarly, LEP governance arrangements will be reviewed on receipt of guidance expected from the Chartered Institute of Public Finance and Accountancy (CIPFA), on the role of the Chief Finance Officer of an accountable body in respect of a local enterprise partnership.

2.5 As a matter of good practice, the LEP should review all constitutional documents annually, and the LEP’s Procedure Rules require this to be carried out at the LEP’s annual meeting.

2.6 The LEP is therefore asked to consider and approve the governance documents attached to this report as follows:

- Appendix 1 – LEP Constitution
- Appendix 2 – LEP Procedure Rules
- Appendix 3 – Access to information Annex
- Appendix 4 – Code of Practice for recording meetings
- Appendix 5 – LEP Board Members’ Code of Conduct

2.7 These documents have been reviewed for clarity and consistency of wording, and to comply with new branding guidelines. In addition, the following minor amendments are suggested and highlighted on the relevant appendices:

Appendix 1 – LEP Constitution	Para 8 – clarification of definition of advisory/working groups.
Appendix 2 – LEP Procedure Rules	Rule 2 - interpretation of governance documents outside a meeting to fall to the Head of Legal and Governance Services. Rule 3.4 - provision for Chair to cancel a meeting. Rule 6.1 - clarification of annual meeting business. Rule 10 - clarification of quorum provision. Rule 12 - provision to promote compliance with the privacy rights of individuals. Rule 16 - clarification substitutes’ names should be recorded in minutes.
Appendix 3 – Access to information Annex	Provision to promote compliance with the privacy rights of individuals.
Appendix 4 – Code of Practice for recording meetings	None.
Appendix 5 – LEP Board Members’ Code of Conduct	Clarification that the Combined Authority’s Managing Director is the Chief Executive Officer of the LEP.

2.8 Item 10 on this agenda relates to additional governance documents, specifically the LEP’s complaints procedures and whistleblowing policy.

3. Financial Implications

3.1 None arising in respect of this report.

4. Legal Implications

4.1 None arising in respect of this report.

5. Staffing Implications

5.1 None arising in respect of this report.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board approves the governance documents attached as **Appendices 1-5** to this report.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – LEP Constitution

Appendix 2 – LEP Procedure Rules

Appendix 3 – Access to information Annex

Appendix 4 – Code of Practice for recording meetings

Appendix 5 – LEP Board Members' Code of Conduct

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Leeds City Region Enterprise Partnership

Constitution

1. Role and functions of the Leeds City Region Enterprise Partnership

1.1 The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory body which brings together private and public sectors from across Leeds City Region¹, to provide strategic leadership to drive economic growth and competitiveness.

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

1.3 Functions of the LEP include:

- setting the **strategic direction** in respect of economic growth and regeneration, including key funding priorities,
- **supporting the West Yorkshire Combined Authority** (the Combined Authority) **to hold partners to account** in the delivery of the Strategic Economic Plan,
- overall policy development for any **Leeds City Region Enterprise Zone**,
- approving, maintaining and publishing a **Leeds City Region assurance framework**, and
- **advising the Combined Authority** in relation to strategic transport decisions.

2. The LEP's accountable body

2.1 The Combined Authority is the accountable body for funding allocated to the LEP; that is, the Combined Authority is responsible to Government for complying with any conditions or requirements attached to any such funding.

3. Interpretation

3.1 With the exception of any matter arising under the LEP Board Procedure Rules, the Combined Authority's Head of Legal and Governance Services shall make any final decision about:

- how any provision in this Constitution or its appendices should be interpreted, and
- any question of procedure not provided for by the Constitution or its appendices.

¹ The Leeds City Region spans 10 local authority areas: Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York. Craven, Harrogate and Selby fall within North Yorkshire.

4. LEP Board Membership

4.1 LEP Board membership must include:

- **private sector representatives** who live or work within the Leeds City Region; and
- Leeds City Region **local authority representatives**.

4.2 A majority of the members of the LEP Board shall be private sector representatives.

Appointment

4.3 No person may act as a member of the LEP Board if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the 5 years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962).

4.4 The LEP Board shall appoint the **private sector representatives** to the LEP Board. Each private sector representative on the LEP Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.

4.5 The LEP Board will select the private sector representatives in accordance with the LEP's diversity statement and through an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit. This may include an interview process conducted by a LEP appointments panel, to include the LEP Chair.

4.6 The following local authorities shall each appoint a **local authority representative** to the LEP Board²:

² This is expected, but not required, to be the Leader of the relevant council.

- City of **Bradford** Metropolitan District Council
- Borough Council of **Calderdale**
- **Harrogate** Borough Council
- **Kirklees** Metropolitan Council
- **Leeds** City Council
- **North Yorkshire** County Council
- Council of the City of **Wakefield**
- City of **York** Council

4.7 Each of these local authorities may also appoint a substitute to act in the absence of their appointed representative, subject to the LEP Board Procedure Rules³. The substitute member must be an elected councillor from the same local authority as the member for whom they are substituting, with the exception of the representative for Harrogate Borough Council, the substitute for whom may be by an elected Member from Craven District Council, Selby District Council or Harrogate Borough Council.

4.8 An officer cannot substitute for any member of the LEP Board.

Terms of office

4.9 The terms of office for each **private sector representative** (including the Chair of the LEP) will normally be:

- a maximum of 3 years, and
- subject to a maximum of 3 consecutive terms.

4.10 The LEP Board may terminate the membership of any private sector representative at any time.

4.11 The terms of office for any **local authority representative** (or their substitute) is at the discretion of their appointing authority; authorities may terminate their appointment or appoint a representative at any time, to be of effect on receipt of a notice by the Combined Authority's Head of Legal and Governance Services.

Recruitment and appointment of Chair of the LEP and appointment of Deputy Chair of the LEP

4.12 The Chair of the LEP shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the LEP's diversity statement. This will include an interview process conducted by a LEP appointments panel, which shall include a private sector representative who is not a member of the LEP Board.

³ See LEP Board Procedure Rule 9

4.13 The LEP Board will appoint:

- a private sector representative as **Chair of the LEP⁴**, and
- one of the local authority representatives appointed to the LEP Board as a **Deputy Chair of the LEP**.

4.14 The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair of the LEP.

4.15 A person ceases to be Chair of the LEP or Deputy Chair of the LEP if they cease to be a member of the LEP Board.

5. Membership of Combined Authority Panels

5.1 The Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority Panel or committee⁵. The minutes of any such Panel will be reported to the LEP Board as soon as reasonably practicable.

6. LEP Officers

6.1 Combined Authority officers serve both LEP and the Combined Authority. Every Combined Authority officer must comply with the Combined Authority Officers' Code of Conduct, which is published on the Combined Authority's web-site. Senior officers of the Combined Authority and those staff advising on LEP decisions are also required to confirm that they will have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in their conduct at all times and that they will comply with the Combined Authority's Code of Conduct for Officers and Gifts and Hospitality Policy and Procedure. They are also asked to declare disclosable pecuniary and/or non-pecuniary interests on a register.

6.2 The Head of Legal and Governance Services keeps a record of any notice of a pecuniary interest in a contract given by an officer⁶.

6.3 Any other officer from another local authority advising the LEP must comply with the Officers' Code of Conduct adopted by their local authority.

6.4 All officers advising the LEP Board should be mindful of any potential conflicts of interest which may arise from their personal position, or their professional position (that is, arising out of the interests of their local authority in a matter). They should exclude themselves from advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned.

⁴ Pursuant to a recruitment exercise as referenced in 4.11.

⁵ the Combined Authority's governance arrangements will apply to any such appointment.

⁶ Under S117 Local Government Act 1972 – see further the Combined Authority Procedure Standing Orders.

6.5 LEPs are required to have a LEP Director or Chief Executive Officer. The Managing Director of the West Yorkshire Combined Authority is the Chief Executive Officer of the LEP.

7. Members of the LEP Board - conduct

7.1 Every member of the LEP Board must comply with the LEP Members' Code of Conduct.

7.2 The register of interests required under the LEP Members' Code of Conduct will be published on the Combined Authority's web-site.

7.3 Any declarations of interest made by a member of the LEP Board at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting.

7.4 Any declaration of a conflict of interest by the Chair of the LEP precluding the Chair of the LEP from making an urgent decision on behalf of the LEP shall be recorded in the record of the decision reported to LEP Board.

7.5 Any alleged breach of the LEP Board Members' Code of Conduct will be dealt with under the procedure annexed to the Code.

8. LEP Board Groups

8.1 The LEP Board may at any time appoint an advisory group (in relation to a particular on-going issue or theme), or a working group (in relation to a time-limited task) for the purpose of providing advice to the LEP Board.

8.2 The LEP Board may appoint as a member of an advisory group or working group, any private sector representative or other persons who are not members of the LEP Board.

8.3 The membership of any group or working group appointed by the LEP Board must include a member of the LEP Board who will report back to the LEP Board on any recommendations made by the group.

8.4 The LEP Board shall determine the procedure for any group or working group; in the absence of any such determination the procedure shall be determined by the group or working group itself.

9. LEP Board meetings

9.1 All meetings of the LEP Board will be held in accordance with the LEP Board Procedure Rules approved by the LEP Board from time to time.

10. Urgent decisions of the LEP

10.1 In exceptional circumstances where it is not practicable for the Chair of the LEP to call an additional meeting of the LEP Board to consider an urgent

matter, the Chair of the LEP may, in consultation with the Combined Authority's Managing Director make an urgent decision on behalf of the LEP, provided that the Chair of the LEP does not have a conflict of interest in the matter.

- 10.2 No substantive decision may be taken by the Chair of the LEP under 10.1 without a written report.
- 10.3 Any such decision shall be reported to the next meeting of the LEP Board, and recorded and published in the minutes for that meeting.
- 10.4 The Deputy Chair of the LEP may exercise the power of the Chair of the LEP to make any urgent decision if the Chair of the LEP is unable to act due to absence, illness or a conflict of interest.

11. Scrutiny arrangements

- 11.1 The Combined Authority's Overview and Scrutiny Committee may review or scrutinise any Combined Authority decision in its role as accountable body for the LEP. The Combined Authority's Scrutiny Officer shall ensure that this includes appropriate scrutiny of LEP Board decision-making and LEP achievements.
- 11.2 Any member of the LEP Board may be asked to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee.

12. Lobbying

- 12.1 The LEP will not incur public expenditure in retaining the services of lobbyists to influence public officials, Members of Parliament, political parties of the Government to take a particular view on any issue.

13. Complaints and Whistleblowing

- 13.1 Any complaint received about the LEP will be dealt with under either
 - the Combined Authority's Complaints Policy, or
 - the LEP's Confidential Complaints Procedure.
- 13.2 Any complaint about an individual member of the LEP Board alleging a breach of the LEP Board Members' Code of Conduct will be dealt with in accordance with paragraph 7 above.
- 13.3 Any whistleblowing concerns raised about the LEP will be dealt with under the LEP's Whistleblowing Policy. This is published on the LEP's web-site.
- 13.4 Each of these procedures or policies shall be published on the Combined Authority web-site and accessible from the LEP web-site.

13.5 The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

14. Remuneration

14.1 No remuneration or expenses shall be payable to any member of the LEP Board, except in accordance with a scheme approved from time to time by the LEP Board.

15. Amendments to LEP constitutional or governance documents

15.1 The Combined Authority's Head of Legal and Governance Services, in consultation with the Chair of the LEP, is authorised to make any changes to any constitutional or governance documents which are required:

- as a result of any government guidance, legislative change or decisions of the LEP Board, or
- to enable the documents to be kept up to date, or
- for the purposes of clarification only.

16. Publication of constitution and other governance documents

16.1 This Constitution and other governance documents approved by the LEP Board shall be published on the Combined Authority web-site and accessible from the LEP web-site.

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Leeds City Region Enterprise Partnership (LEP) Board

Procedure Rules

Introduction

As accountable body for the Leeds City Region Enterprise Partnership ('the LEP'), the West Yorkshire Combined Authority¹ (the Combined Authority) services LEP Board meetings, including maintaining the official record of LEP Board proceedings.

1 Role of the chair

- 1.1 The Chair of the LEP if present shall preside at any meeting of the LEP Board, or in their absence the Deputy Chair of the LEP. If neither are present, the meeting will elect a chair to preside for that meeting.

2 Interpretation

- 2.1 The chair of a LEP Board meeting shall make any final decision at a LEP Board meeting about:

- how the Procedure Rules should be interpreted with respect to the conduct of that meeting; or
- any question of procedure not provided for by the Procedure Rules.

- 2.2 The Head of Legal and Governance Services shall make any final decision about how the Procedure Rules should be interpreted relating to the conduct of any LEP Board business outside of a meeting of the LEP Board.

3 Convening meetings

- 3.1 The LEP Board shall hold their annual meeting before the Combined Authority's annual meeting.
- 3.3 In addition to the annual meeting, the LEP Board will meet at least 3 times a year on dates agreed by the LEP Board.
- 3.4 The Chair of the LEP may also convene or cancel a meeting at any time, in consultation with the Combined Authority's Head of Legal and Governance Services.

4 Place of meetings

- 4.1 The LEP Board may hold its meeting at any place within the Leeds City Region.

¹ through its Head of Legal and Governance Services.

5 Notice of meetings

- 5.1 The Combined Authority's Head of Legal and Governance Services will publish dates of LEP Board meetings on the Combined Authority's website as soon as reasonably practicable, once they are agreed by the LEP Board or otherwise convened by the Chair of the LEP Board.

6 Annual meeting business

- 6.1 At the annual meeting the LEP Board will:

- In respect of membership:
 - note the **local authority representatives** and substitutes appointed to the LEP Board,
 - appoint (or confirm the continuing LEP Board membership of) **private sector representatives**,
 - appoint (or confirm the continuing LEP Board membership of) any other **public sector representatives**,
 - identify the member of the LEP Board to represent and engage with the **SME business community**,
- appoint the **Deputy Chair of the LEP**,
- nominate a **Combined Authority LEP Member** and their substitute,
- appoint to any **outside bodies**,
- appoint any **advisory group or working group** to the LEP Board,
- review and approve the LEP's **governance documents**,
- receive an **annual report** on **complaints and whistleblowing concerns** received about the LEP or any member of the LEP Board,
- receive an annual statement of the LEP's **remuneration and expenses policy, and review the policy**,
- review and receive the LEP's **equality and diversity policy including the diversity statement²**,
- agree the **date and time** of LEP Board meetings for the year,
- consider **any other business** set out in the agenda for the meeting.

7 Business at LEP Board meetings

- 7.1 Every meeting of the LEP Board will:

- receive **declaration of interests** from members of the LEP Board,
- approve the **minutes** of the last **LEP Board**,
- consider **any decision of the Chair of the LEP** made under the **urgency provisions**,

² This will include the annual report on LEP Board and advisory group membership, as required by the diversity statement.

- receive the **minutes** of any LEP Board **advisory group or working group**,
- receive the **minutes** of or an update from any relevant **Combined Authority advisory committee or panel**,
- consider any relevant **reports or recommendations** from the **Combined Authority's Overview and Scrutiny Committee**, and
- consider **any other business** set out in the agenda for the meeting.

7.2 No item of business may be considered by the LEP Board except:

- the business set out in the agenda, or
- business brought before the meeting as a matter of urgency in accordance with below.

7.3 An item may not be considered by the LEP Board unless:

- a copy of the agenda including the item³ has been open to public inspection for at least 5 clear days before the meeting, or
- by reason of special circumstances, which shall be specified in the minutes, the chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

7.4 All reports to the LEP Board shall include any advice provided by the Combined Authority's Chief Finance Officer⁴ and Monitoring Officer⁵.

8 Public access to agenda and reports

8.1 At least five clear days before a meeting of the LEP Board, the Head of Legal and Governance Services will make available for inspection by the public at the Combined Authority's offices⁶:

- a copy of the agenda, and
- (subject to 7.3 above) reports for the meeting.

8.2 Where an item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to 8.3 below), shall be open to inspection from the time the item is added to the agenda.

8.3 If a report relates only to an item during which, in the Head of Legal and Governance Services' opinion, the meeting is likely not to be open to the public⁷, the Head of Legal and Governance Services may decide not to

³ This is subject to the provisions relating to exempt and confidential information as set out in the Access to Information Annex to these Procedure Rules

⁴ Appointed under S73 Local Government Act 1985. This is the Combined Authority's Director of Resources.

⁵ This is the Combined Authority's Head of Legal and Governance Services.

⁶ Wellington House 40-50 Wellington Street, Leeds LS1 2DE.

⁷ In accordance with Procedure Rule 11.

make the report (or part of it) open for inspection.

8.4 Where a report or any part of a report is not open to public inspection, the Head of Legal and Governance Services:

- will mark every copy of the report (or the part) “Not for publication”, and
- state on every copy of the report (or the part) the description of the information on the basis of which the LEP Board are likely to exclude the public⁸ if applicable.

9 Substitutes

9.1 A substitute member⁹ may only act in the absence of the member of the LEP Board:

- for whom they are the designated substitute,
- where the member will be absent for the whole of the meeting, and
- where the Combined Authority’s Head of Legal and Governance Services has received notice before the start of the meeting that the substitute will act.

10 Quorum

10.1 No business may be transacted at a meeting of the LEP Board, unless at least 4 members of the LEP Board (or their substitutes) are present, including one local authority representative and one private sector representative.

10.2 During the meeting, if the chair counts the number of members present, and declares there is not a quorum present, the meeting will adjourn immediately to a time and date fixed by the chair. If the chair does not fix a date, the remaining business will be considered at the next scheduled meeting of the LEP Board.

11 Public access to meetings

11.1 Any meeting of the LEP Board shall be open to the public except to the extent that the public are excluded (during the whole or part of the proceedings):

- to prevent the likely disclosure of confidential information¹⁰, or
- by resolution, to prevent the likely disclosure of exempt information¹¹, or
- under Procedure Rule 13 relating to general disturbances.

11.2 A motion to exclude the press and public may be moved without notice at

⁸ see the Access to Information Annex.

⁹ appointed under 4.7 of the LEP’s Constitution

¹⁰ see the Access to Information Annex.

¹¹ see the Access to Information Annex.

any meeting in relation to an item of business whenever it is likely that if members of the press or public were present for that item there would be disclosure of exempt information¹².

12 Reporting proceedings

12.1 Without prejudice to the chair's powers in Procedure Rule 13 and subject to 12.2, 12.3 and 12.4, while any meeting of the LEP Board is open to the public, any person attending may report on the meeting and publish or disseminate the recording at the time of the meeting or after the meeting¹³.

12.2 The chair may decide not to permit oral reporting or oral commentary of the meeting as it takes place if the person reporting or providing the commentary is present at the meeting.

12.3 Where the public are excluded from a meeting to prevent the likely disclosure of confidential or exempt information, the chair may also prevent any person from reporting on the meeting using methods:

- which can be used without that person's presence, and
- which enable persons not at the meeting to see or hear the proceedings at the meeting as it takes place or later.

12.4 The chair may restrict any recording of a meeting where an external participant in the meeting objects to being recorded and the public interest in upholding their objection outweighs the public interest in allowing the recording to continue.

13 General disturbance

13.1 If a general disturbance makes orderly business impossible, the chair may:

- adjourn the meeting for as long as the chair thinks necessary, or
- call for any part of the meeting room open to the public to be cleared if the disturbance is in that part.

13.2 If a member of the public interrupts proceedings, the chair shall warn the person concerned. If they continue to interrupt, the chair may order them to be removed from the meeting room.

14 Voting

14.1 The LEP Board shall operate on a consensus model, wherever possible. Where a consensus is not achieved, a matter shall be carried by a majority of votes of the members of the LEP Board present and voting.

¹² see the Access to Information Annex.

¹³ See further the Access to information Annex and the Code of Practice on recording meetings.

14.2 Subject to 14.3 each member of the LEP Board has one vote¹⁴.

14.3 The chair has a casting vote in the event of a tie.

15 Speaking at a LEP Board meeting

15.1 The chair may invite any local authority officer to attend and speak at a LEP Board meeting to provide professional support and advice.

15.2 The chair may also invite a representative of any other organisation to attend and speak at any LEP Board meeting, in relation to any report relevant to that organisation.

16 Minutes

16.1 Minutes of a meeting of the LEP Board will record:

- the names of all members of the LEP Board (or their substitute) present at the meeting,
- any declarations of interests made at the meeting, and any action taken¹⁵, and
- any decision or recommendation made by the LEP Board.

16.2 The Combined Authority's Head of Legal and Governance Services shall publish the draft minutes of a LEP meeting within 10 clear working days of the meeting taking place.

16.3 The Combined Authority's Head of Legal and Governance Services shall publish minutes of a LEP Board meeting on the Combined Authority website, within 10 clear working days of the meeting at which they are approved.

¹⁴ The LEP Board Members' Code of Conduct sets out the circumstances in which a member of the LEP Board must exclude themselves from taking part in the discussion or voting.

¹⁵ For example, that the member of the LEP Board did not participate in the decision or left the room.

Leeds City Region Enterprise Partnership (LEP)

Access to Information Annex

Rights to attend meetings, inspect documents and record proceedings.

Part 1: Rights of the public

References to meetings of the LEP Board in this Annex do not extend to meetings of any advisory group or working group appointed by the LEP Board.

West Yorkshire Combined Authority is the accountable body for the LEP, and as such ensures that the rights of the public to access information as set out in this Annex are observed.

1. Public access to meetings

Any meeting of the LEP Board shall be open to the public except where the public is excluded (during the whole or part of the proceedings) in accordance with the following:

A Confidential information

The public **must** be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that the following confidential information would be disclosed:

- information given to the LEP Board or the Combined Authority by a Government department on terms which forbid its public disclosure, or
- information the public disclosure of which is prohibited by or under an Act or Court Order.

The LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely in view of the nature of the business or the nature of the proceedings that the following confidential information would be disclosed:

- information the public disclosure of which would, or would be likely to, inhibit the free and frank provision of advice, the free and frank exchange of views for the purposes of deliberation, and/or would be likely to otherwise prejudice the effective conduct of public affairs.

B Exempt information

The LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed to the public if the public were present during the item.

Exempt information means information falling within one of the following descriptions:-

Description
Paragraph 1: Information relating to any individual .
Paragraph 2: Information which is likely to reveal the identity of an individual .
Paragraph 3: Information relating to the financial or business affairs¹ of any particular person (including the LEP, the Combined Authority or any other local authority), except information which must be registered under various statutes, such as the Companies Acts or the Charities Act 2011. “Financial or business affairs” includes contemplated, as well as past or current, activities.
Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter² arising between the Combined Authority or a Minister of the Crown and employees of, or office-holders under the Combined Authority.
Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings .
Paragraph 6: Information which reveals that the Combined Authority or any other Leeds City Region authority proposes:- (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
Paragraph 7: Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime .

Information falling within any of these descriptions may only be exempt if, and so long as, in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

A resolution to exclude the public from a meeting must:

- identify the proceedings, or the part of the proceedings, to which it applies;
- state the description of the exempt information giving rise to the exclusion of the public and;
- confirm (by referring to reasons in a relevant report or otherwise), that in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

¹ “Financial or business affairs” includes contemplated, as well as past or current, activities.

² Labour relations matter” are as specified in paragraphs (a) to (g) of section 218(1) of the Trade Unions and Labour Relations (Consolidation) Act 1992, i.e. matters which may be the subject of a trade dispute within the meaning of that Act or any dispute about any such matter.

C General Disturbance

LEP Board Procedure Rule 13 provides for the public to be excluded from a meeting where general disturbance arises.

2. Public access to agenda and reports

The Head of Legal and Governance Services shall make the following open to public inspection, at the Combined Authority's offices³, in accordance with the LEP Board Procedure Rules:

- copies of the **agenda** for a meeting of the LEP Board, and
- copies of any **report** for the meeting open to the public.

3. Public access to copies at the meeting

The Head of Legal and Governance Services will make available for the use of members of the public present at a meeting a reasonable number of copies of:

- the **agenda**, and
- those **reports** open to the public.

4. Public access to documents after a meeting

The Head of Legal and Governance Services will make available for inspection copies of the following for six years after a meeting:

- the **minutes** of the meeting (excluding any part of the minutes when the meeting was not open to the public or which disclose exempt or confidential information),
- a **written summary** of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record,
- the **agenda** for the meeting, and
- **reports** relating to items when the meeting was open to the public.

5. Recording meetings⁴

The Head of Legal and Governance Services will provide so far as practicable, reasonable facilities to any person attending a meeting for the purpose of reporting on the meeting.

A person attending a meeting for the purpose of reporting on it may use any communication method, including the internet, to publish, post or otherwise share the results of the person's reporting activities.

³ These are available on request during usual office hours.

⁴ See further Procedure Rule 12. Recording in this context means:

- filming, photographing and making an audio recording of proceedings,
- using any other means for enabling people not present to see or hear proceedings at a meeting as it takes place or later, or
- reporting or providing commentary on proceedings at a meeting, orally or in writing so that the report or commentary is available as the meeting takes place or later to persons not present.

Publication and dissemination may take place at the time of the meeting or occur after the meeting.

Any person reporting on a meeting is expected to comply with the attached Code of Practice.

The chair of the meeting may restrict the recording of any meeting where an external participant in the meeting objects to being recorded and the public interest in upholding their objection outweighs the public interest in allowing the recording to continue.

8. Written record of any urgent decision of the Chair of the LEP

The written report and written record of any decision taken by the Chair of the LEP shall be reported to the next meeting of the LEP Board.

Part 2: Press access to meetings

The Head of Legal and Governance Services shall supply on request⁵ for any newspaper:

- a copy of the **agenda** and those **reports** open to the public,
- any **further statements** necessary to indicate the nature of the items on the agenda, and
- if the Head of Legal and Governance Services thinks fit, copies of **any other documents supplied to members of the LEP Board** in connection with the item.

Procedure Rule 12 and rights relating to recording proceedings set out above apply to members of the press, in the same way as they apply to the public.

Part 3: Freedom of Information (FOI) and Environmental Information (EI) Regulations 2004 requests

The FOI Act 2000 and EI Regulations 2004 apply to the LEP and to the Combined Authority. The Combined Authority publishes information under a Publication Scheme, and additional information is also available published on the LEP web-site.

The public has a general right of access to information held by the LEP Board and the Combined Authority, but this is subject to exemptions⁶.

As the accountable body for the LEP, the Combined Authority deals with any FOI and EI requests addressed to the LEP.

A FOI request must:

⁵ and on payment of postage or other necessary charges

⁶ the Monitoring Officer or in their absence the Head of Paid Service is authorised by the Secretary of State to assume the role of “qualified person” for the purposes of S36 FOIA (letter dated 4 May 2016).

- be in writing⁷,
- state the name of the applicant,
- state an address for correspondence, and
- describe the information requested.

Part 4: Members' access

1. General

The Combined Authority's Access to Information Annex sets out the rights of any member of the Combined Authority to inspect the Combined Authority documents. These rights extend to documents held by the Combined Authority in its capacity as accountable body for the LEP.

2. Additional rights of access to documents for members of the Combined Authority's Overview and Scrutiny Committee

Subject to the exceptions outlined below, a member of the Combined Authority's Overview and Scrutiny Committee is entitled to a copy of any document which is in the possession or under the control of the Combined Authority and contains material relating to any business that has been transacted at a meeting of the LEP Board. The member must make any request for such a document in writing to the Head of Legal and Governance Services, who shall consider any such request on behalf of the LEP.

The document must be provided as soon as reasonably practicable and in any case no later than 10 clear days after the Head of Legal and Governance Services receives the request.

No member of the Overview and Scrutiny Committee is entitled to a copy of any such document or part of a document which contains exempt or confidential information, unless that information is relevant to:

- an action or decision that the member is reviewing or scrutinising, or
- any review contained in any programme of work of the Committee.

Where the Head of Legal and Governance Services determines that a member is not entitled to a copy of a document or part of any such document, she must provide the Overview and Scrutiny Committee with a written statement setting out the reasons for that decision.

Part 5: LEP Board Membership

The name of all current members of the LEP Board will be published on the Combined Authority web-site.

⁷ A request will be treated as made in writing where the text is transmitted by electronic means (e-mail), is received in legible form, and is capable of being used for subsequent reference.

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Leeds City Region Enterprise Partnership (LEP)

Code of Practice for recording meetings of the LEP Board

The right to record meetings are set out in the LEP Board's Procedure Rule 12, and the Access to Information Annex to the Procedure Rules. This Code of Practice supplements those provisions.

The right to record extends only to formal meetings of the LEP Board in so far as they are open to the public.

Recording in this context includes filming, photographing and making an audio recording. No recordings should be made or published in breach of this Code of Practice.

The agenda for each meeting will state that that the meeting may be recorded. We will also display signs in the meeting room stating that the meeting may be recorded.

Please inform the chair of the meeting **before** the meeting starts, **if you do not want** to be recorded. The chair will inform any person recording the meeting that you do not wish to be recorded.

If you record a meeting, you must comply with the following:

Before the meeting

Before the meeting starts, please inform the chair (or clerk) of the committee that you want to record the meeting.

To minimise disruption, and ensure a safe environment, you must also ask the chair's **permission** before the meeting if you wish to:

- use **large equipment** (that is, **larger** than a smart phone, tablet or compact camera),
- **move** around the room or film from different angles, or
- use **lighting** for filming/**flash** photography.

Making your recording

You should record **overtly** (that is, in a way which is clearly visible to others at the meeting).

You must record from the **public seating area** and from **one fixed position**, (unless you have the chair's permission to do otherwise).

Do not block other people's view of proceedings with your recording device. Please put your recording device on **silent mode**.

Please **focus** on members of the LEP Board and persons advising the LEP Board, or any other people invited to address the meeting, who have not objected to being filmed.

Do not record any member of the public who has asked not to be recorded.

Do not record any child or young person under the age of 18 who is present unless their parents/guardians have given you written consent.

Stopping recording

You must stop recording if the chair instructs you to do so¹.

Publishing recordings

You must comply with all relevant laws when recording reporting and publishing, including those relating to libel and defamation.

Neither the LEP nor the West Yorkshire Combined Authority as the accountable body for the LEP will be liable for recordings or reports made or published by you or any other person.

When you publish a recording, please publish an **explanatory statement** identifying:

- **when and where** the recording was made,
- the **context** of the discussion, and
- the **main speakers** and their **role or title**. Do not edit the recording in a way that could:
 - lead anyone to misinterpret the proceedings or comments recorded,
 - misrepresent anyone in the recording, or
 - show a lack of respect for anyone in the recording.

Recordings may start and end at any point of a meeting, but you should publish the material between those points without editing it, or alternatively make it clear when breaks in recordings occur.

¹ The circumstances in which the Chair may do this are set out in Procedure Rule 12.

Leeds City Region Enterprise Partnership (LEP)

LEP Board Members' Code of Conduct

1. This Code applies to you as a member of the Leeds City Region Enterprise Partnership's Board (the LEP Board)¹. The LEP Board expects you to follow this Code when attending LEP Board meetings, representing the LEP on any external organisation and otherwise acting in your capacity as a member of the LEP Board. The Code does not apply to you in your purely private and personal life. As a member of the LEP Board, you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times.

Part One – Principles of Conduct

2. Accordingly, when acting in your capacity as a member of the LEP Board, you must have regard to, act in accordance with, promote and support the following principles:

Selflessness

You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person, organisation or group or any other third party, nor act to gain financial or other material benefits for yourself, your family, a friend or close associate.

Honesty and integrity

A conflict of interest is a set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.

You should not place yourself in situations where your honesty and integrity may be questioned, including any situation where a conflict of interest may arise, or be perceived as arising. You should not behave improperly and should avoid the appearance of such behaviour. You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.

You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes

¹ Including all private sector or local authority representatives, and any substitute appointed for a local authority representative.

registering and declaring interests in accordance with this Code and as set out in the attached schedule.

However, you should also take all reasonable steps to avoid any potential conflict of interest, or the perception of such conflict, arising outside any formal LEP Board meeting when you carry out any activity in your capacity as a member of the LEP Board.

Objectivity

When carrying out your LEP duties, you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence. You should take into account the impact of any decision on the Leeds City Region and the Leeds City Region economy as a whole, not just the specific local authority area or sector which you represent.

You must make decisions:

- based on the information and evidence before you;
- after considering all options put forward;
- having regard to any professional advice provided;
- in accordance with your view of the public interest;
- which are proportionate (that is, the action is proportionate to the desired outcome); and
- on merit.

Accountability

You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position.

You should not undertake any action which would bring the LEP Board, West Yorkshire Combined Authority (the Combined Authority), your position, or the position of members of the LEP Board generally, into disrepute.

Openness

You must be as open as possible about your decisions and actions and those of the LEP Board, and should be prepared to give reasons for those decisions and actions.

Leadership

You must promote and support high standards of conduct when serving in your LEP post, in particular as characterised by the above requirements, by leadership and example. You should act in a way that secures or preserves the confidence of others.

You must have due regard to the impartiality and integrity of the Combined Authority's statutory officers and other officers, and also that of any officer representing any other local authority in relation to LEP Board business.

Part Two – General Obligations

3. You must act in a manner consistent with the LEP's equality and diversity policy and diversity statement and treat your fellow LEP Board Members, members of staff and others you come into contact with when working in their role, with respect and courtesy at all times.
4. You must not:
 - a) do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality, or contribute to any failure to comply with the LEP's diversity policy;
 - b) bully any person;
 - c) intimidate or attempt to intimidate any person who is or is likely to be:
 - a complainant,
 - a witness, or
 - otherwise involvedin any investigation or proceedings in relation to an allegation that a member of the LEP Board has failed to comply with this Code; nor
 - d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of the LEP or the Combined Authority .
5. You must not:
 - a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:-
 - (i) you have the consent of a person authorised to give it,
 - (ii) you are required by law to do so, or
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person,nor
 - b) prevent another person from gaining access to information to which that person is entitled by law.

6. You must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes.)
7. You must have regard to any relevant advice provided by **the LEP's Chief Executive Officer²**, and any Combined Authority officer, including:
 - the Chief Finance Officer and
 - the Monitoring Officer.

Part Three – Registering and disclosing interests

8. The Combined Authority's Monitoring Officer maintains a register of interests of members of the LEP Board. The register is:
 - available for inspection at the Combined Authority's offices; and
 - published on the Combined Authority's web-site, and accessible from the LEP web-site.
9. You must, within 28 days of taking office as a member of the LEP Board notify the Combined Authority's Governance Services Manager, (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body), of any **disclosable pecuniary interest**, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.
10. In addition, you must, within 28 days of taking office, notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body) of any **non-pecuniary interest** which the LEP has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.
11. You should review your individual register of interest before each LEP Board meeting and decision making committee meeting. You must declare any relevant interest(s) at the start of the meeting. If an interest has not been entered onto the LEP's register, then you must disclose the interest at any meeting of the LEP Board at which you are present, where you have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.
12. Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and S73 Officer of the Combined Authority, the LEP's accountable body) of the interest within 28 days beginning with the date of disclosure.

² This is the Managing Director of the Combined Authority

13. Unless you have a dispensation, if you are present at a meeting of the LCR LEP Board and you are aware that you have a disclosable pecuniary or non-pecuniary interest in a matter to be considered, or being considered, at the meeting, you may not participate, or participate further, in any discussion of the matter at the meeting; or participate in any vote, or further vote, taken on the matter at the meeting, unless:
- you are a **local authority representative** and your interest falls within paragraph 13 a) below, or
 - you are a **private sector representative** and your interest falls within paragraph 13 b) below.
- a) The restriction on participating or voting set out above does not apply if you are a local authority representative and have a disclosable pecuniary or non-pecuniary interest in a matter which arises out of your membership of a district council, provided that:
- you have registered your membership of that local authority as an interest on the LEP Board register,
 - you do not stand to make a personal financial gain or loss from the matter, and
 - you have not been personally significantly involved in the matter to be considered by the LEP Board.
- b) The restriction on participating or voting set out above does not apply if you are a private sector representative and have a disclosable pecuniary interest in a matter which arises out of your employment, provided that:
- you have registered your employment as an interest on the LEP Board register,
 - you do not stand to make a personal financial gain or loss from the matter, and
 - your employer does not stand to make a financial gain or loss from the matter which is in any way substantially different from any other employer in your sector.

Sensitive interests

14. If you have an interest (whether or not a disclosable pecuniary or non-pecuniary interest) which is entered in the register and which is such that you and the Monitoring Officer consider that disclosing the details of the interest could lead to you, or a person connected with you, to being subject to violence or intimidation, details of the interest must not be included in:
- any published version of the register, nor
 - any copy of the register that is made available for public inspection³.

³ The register may state that you have an interest, the details of which are withheld.

Urgent decisions by the Chair of the LEP on behalf of the LEP

15. The Chair of the LEP cannot make an urgent decision on behalf of the LEP Board, where the Chair of the LEP has a conflict of interest in the decision.

For the purpose of this provision, a conflict arises in relation to a proposed decision if the Chair of the LEP is aware they have a disclosable pecuniary or non-pecuniary interest in the matter, unless the interest falls within paragraph 13b) above.

The Chair of the LEP must notify the Combined Authority's Managing Director of any potential conflict of interest in an urgent matter, as soon as reasonably practicable and must take no further part in the decision.

Disclosing personal interests when considering applications for funding

16. A personal interest is any interest which not a disclosable pecuniary or non-pecuniary interest, but which is a close connection to:

- any person (whether a family member or friend) or
- any outside body,

who is a potential direct recipient or beneficiary of Leeds City Region funding.

You must not participate or vote in decision-making if you have such a personal interest in any application for LCR funding being considered by the LEP Board – or if it may appear to someone else that you have a personal interest and so may be biased. You must declare the personal interest at any meeting at which the application is considered.

Disclosing an interest when applying for an economic loan or grant

17. You should notify the Combined Authority's Executive Head of Economic Services if you, or a business or organisation in which you have a material personal or professional interest, apply to the Combined Authority for an economic loan or grant.

Disclosing an interest when applying to provide contracted work or services

18. A potential conflict arises or may appear to arise, where you or a business or organisation in which you have a material personal or professional interest, applies to contract with the Combined Authority for the supply of goods or materials or for the execution of works.
19. Except where any such application is made by a local authority, you should notify the Combined Authority's Managing Director if you are aware or become aware of any such application or tender.

Canvassing for appointments to the Combined Authority

20. You must not solicit any person for any appointment under the control of the Combined Authority. This does not preclude you in your personal capacity from giving a written testimonial of a candidate's ability, experience or character for the candidate to submit to the Combined Authority.

Complaints alleging a failure to comply with the Code

21. All complaints alleging a failure to comply with this Code will be considered under the procedure agreed by the LEP Board from time to time.

Schedule of interests

1. Pecuniary interests (yours and those of your spouse or civil partner)

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN
1.1	Name of: <ul style="list-style-type: none"> ○ your employer(s) ○ any business carried on by you ○ any other role in which you receive remuneration (this includes remunerated roles such as councillors).
1.2	Description of employment or business activity.
1.3	The name of any firm in which you are a partner.
1.4	The name of any company for which you are a remunerated director.
SECTION 2	SPONSORSHIP
2.1	Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
SECTION 3	CONTRACTS
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the LEP.
SECTION 4	LAND OR PROPERTY
	Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP. This would include, within the area of the LEP: <ul style="list-style-type: none"> ○ Any interest in any land in the LEP areas, including your place(s) of residency ○ Any tenancy where the landlord is the LEP and the tenant is a body in which the relevant person has an interest ○ Any licence for a month or longer to occupy land owned by the LEP. For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.

SECTION 5	SECURITIES
5.1	<p>Any interest in securities of an organisation under 1.1 where:-</p> <p>(a) that body (to your knowledge) has a place of business or land in the area of the LEP; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class.</p>
SECTION 6	GIFTS AND HOSPITALITY
	Any gifts and/or hospitality received as a result of membership of the LEP (above the value of £50).

2. Non-pecuniary interests

a) Membership of Organisations

Being a member of, or in a position of general control, a trustee of, or participate in the management of:

1. Any body to which you have been appointed or nominated by the LEP;
2. Any body exercising functions of a public nature (eg school governing body or another LEP):
3. Any body directed to charitable purposes:
4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):
5. Any local authority (any interests you hold as Local Authority leader/cabinet member for Local Authority land, resources and the Local Authority's commercial interests):

b) Other interests

6. Any other interest which you hold which might reasonably be likely to be perceived as affecting your conduct or influencing your actions in relation to your role.

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

Date: 13 June 2018

Subject: **Annual report on complaints and whistleblowing**

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To provide an annual report in respect of complaints and concerns raised about the LEP and/or members of the LEP Board this year.
- 1.2 To ask the LEP Board to approve updated LEP complaints procedures and whistleblowing policy, to provide for comprehensive annual reporting arrangements.

2. Information

- 2.1 Concerns from a member of the public or a third party about the LEP may be reported through:
 - the LEP whistleblowing policy,
 - the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct,
 - the LEP's confidential complaints procedure.
- 2.2 These documents were approved by the LEP Board earlier this year, further to the review of LEP transparency. They comply with the Government's best practice guidance on local enterprise partnership governance and transparency issued (the LEP whistleblowing policy and confidential complaints procedure follow the model documents issued under the guidance).
- 2.3 Prior to the approval of these documents, concerns about the LEP were dealt with under the West Yorkshire Combined Authority's (the Combined Authority's) [complaints policy](#) and whistleblowing policy. Complaints about the LEP may still be channelled through the Combined Authority's complaints policy.

Annual reports

- 2.4 The procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct requires the Monitoring Officer to report annually to the LEP Board about any complaints received about any member of the LEP Board, and the outcome of any such complaint. The Monitoring Officer can now report that no complaint has been received to date under this procedure nor has any complaint been received under the confidential complaints procedure since it was adopted earlier this year, or prior to that, under the Combined Authority's complaints procedure in this municipal year.
- 2.5 The LEP's whistleblowing policy provides for the Combined Authority's Internal Audit Manager to provide an annual report to the Combined Authority's Governance and Audit Committee, which has responsibility for overseeing the effectiveness of governance arrangements. In the interim, the Internal Audit Manager has confirmed that no concerns have been received to date under this policy, nor received this year, (before the LEP whistleblowing policy was approved), under the Combined Authority's whistleblowing policy in relation to the LEP.

Amendments

- 2.6 It is proposed that the LEP's complaints procedures and the LEP whistleblowing policy are revised for consistency so that each procedure provides for an annual report both to the LEP Board and to the Combined Authority's Audit and Governance Committee. Proposed amendments are highlighted in the attached appendices:
- the LEP whistleblowing policy (Appendix 1)
 - the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct (Appendix 2)
 - the LEP's confidential complaints procedure (Appendix 3)
- 2.7 Minor amendments for compliance with data protection legislation are also proposed and highlighted.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 None.

5. Staffing Implications

- 5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board notes that no complaints or concerns have been raised this year under the LEP's complaints procedures, the Combined Authority's complaints policy or the LEP's whistleblowing policy.

7.2 That the LEP Board approves:

- i. the LEP whistleblowing policy as set out in Appendix 1;
- ii. the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct as set out in Appendix 2, and
- iii. the LEP's confidential complaints procedure as set out in Appendix 3.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 - the LEP whistleblowing policy

Appendix 2 - the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct

Appendix 3 - the LEP's confidential complaints procedure

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Leeds City Region Enterprise Partnership (LEP)

Whistleblowing Policy

1. Introduction

A Discloser is the person who is the whistle-blower.

This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for members of the LEP Board and staff. The Standards in Public Life include the principles of; integrity, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular members of the LEP Board, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.

It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

2. Definitions

This document uses the following definitions:

- Whistleblowing - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.
- The LEP – Leeds City Region Enterprise Partnership
- Discloser – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor, a third party or a member of the public.
- Responsible Officer - this is the person, appointed by the LEP, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report to senior decision makers as necessary. Their name is Russell Gott, Internal Audit Manager, contact Russell.gott@westyorks-ca.gov.uk or phone 0113 2517 359. If your concern is about the Responsible Officer, please contact Caroline Allen, Monitoring Officer, contact Caroline.allen@westyorks-ca.gov.uk or phone 0113 2517 262.
- Relevant Concern – something the Discloser has been asked to do, or is aware of, which they consider to be wrong-doing and is in the public interest.

- Combined Authority – West Yorkshire Combined Authority; the accountable body for the LEP and the employer of staff who advise and carry out work for the LEP.

3. Scope

The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the Combined Authority's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first.

The LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review [the separate confidential complaints procedure](#) outlined in the [LEP's complaints policy](#) on the LEP's website first before going through the whistleblowing process.

However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

4. Policy Statement

The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

5. What is a relevant concern?

If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure.

The Discloser must have a reasonable belief that raising the concern is in the public interest.

A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:

- is against the LEP's procedures and protocols as set out in its [code of conduct](#) and [individual LEP Assurance Framework](#);
- falls below established standards of practice the LEP subscribes to;
- amounts to improper conduct; or
- is an abuse of power for personal gain.

The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:

- Fraud or financial irregularity;
- Corruption, bribery or blackmail;
- Other Criminal offences;
- Failure to comply with a legal or regulatory duty or obligation;
- Miscarriage of justice;
- Endangering the health or safety of any individual;
- Endangering the environment;
- Improper use of authority; and
- Concealment of any of the above.

Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR or personal nature, such as, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the Combined Authority's grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

6. Safeguards

The [Public Interest Disclosure Act \(1998\)](#) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

7. Raising a concern

If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.
- If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- Ultimately, the Discloser can raise their concern with the LEP's Chief Executive Officer¹.

8. Information needed to raise a concern

When raising a concern under the procedure the Discloser should try to provide the following information:

- the background and reason behind the concern;
- whether they have already raised a concern with anyone and the response; and
- any relevant dates when actions related to the concern took place.

This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

If applicable, personal interests must be declared from the outset.

9. How the concern will be handled

All investigations will be conducted sensitively and as quickly as possible. While the LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

¹ This is the Combined Authority's Managing Director

Once a concern has been raised with either the line manager or Responsible Officer, Senior Manager or the Combined Authority's Managing Director, a meeting may be arranged with them to determine how the concern should be taken forward.

The LEP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation;
- An internal or external audit;
- Referring the matter to the police;
- Referring the matter to another relevant authority for investigation.

Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.

Within 10 clear working days of a concern being raised, the LEP's Responsible Officer will write to the Discloser to:

- Acknowledge that the concern has been received;
- Indicate how they propose to deal with the matter;
- Give an estimate of how long it will take to provide a final response;
- Tell the Discloser whether any initial investigation or enquiry has been made;
- Tell the Discloser whether further investigation will be made, and if not, why not;
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser.

The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.

Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

10. Confidentiality and anonymity

The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.

Any disclosures made under this procedure will be treated in a sensitive manner. However the LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name it is not revealed without their consent.

The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.

Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

A copy of our privacy policy can be found on the LEP website: [LEP - Privacy and cookie policy](#)

11. Protection

If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see www.gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the Combined Authority or the LEP will take appropriate action against those responsible, in line with the Combined Authority's disciplinary policy and procedures, or relevant LEP policy and procedures.

12. Changes to procedures or policy as a result of whistleblowing

If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

13. Untrue allegations

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious

allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is a Combined Authority employee or a member of the LEP Board or a contractor this may result in disciplinary or other action if they have broken the terms of their employment, acted against the LEP's Code of Conduct or broken a clause in a contract.

14. How this matter can be taken forward if you are not satisfied

This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - Whistleblowing".

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

- the police;
- the relevant regulatory body or professional body;
- your Trade Union;
- your solicitor;
- your Citizens Advice Bureau.

Further information and signposting for potential Disclosers is available on www.gov.uk.

If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

15. Feedback on Whistleblowing Policy

Any feedback or comments on this policy should be directed to the LEP's Responsible Officer.

16. Monitoring

The Internal Audit Manager will provide an annual report to the Combined Authority's Governance and Audit Committee which has responsibilities for overseeing the effectiveness of governance arrangements, **and to the LEP Board**. All reporting will be anonymised and will only identify common themes, numbers of disclosures year on year and will highlight actions taken to improve systems and policies.

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Leeds City Region Enterprise Partnership (LEP)

Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct

Introduction

1. The LEP Board Members' Code of Conduct applies to members of the LEP Board when they are acting in that capacity.

Submitting a Complaint

2. A complainant alleging a failure to comply with the Code should submit their complaint in writing to the **Monitoring Officer** of the West Yorkshire Combined Authority (the Combined Authority) for initial assessment.
3. The complaint must set out:
 - a. **who** was involved,
 - b. the alleged **misconduct**,
 - c. **when** and **where** it occurred, and
 - d. how the complainant wants the complaint to be **resolved**.
4. A complainant should complete a **complaint form**, but this is not required if the complainant provides the details required in writing.
5. If a complainant does not complete a form and does not provide the required details in writing, the Monitoring Officer will ask them to re-submit the complaint by completing a form.

Stage 1 - Initial Assessment by the Monitoring Officer

6. The Monitoring Officer will notify a member of the LEP Board about any complaint against them¹.
7. The Monitoring Officer will decide whether the complaint should be dealt with under Stage 2 of this procedure.
8. Where a complaint relates to a member of the LEP Board who is a local authority representative, the Monitoring Officer will refer the complaint to the Monitoring Officer of the relevant local authority to consider as a breach of that authority's Members' Code of Conduct². The complaint will not be dealt

¹ Where the Monitoring Officer decides that the complaint should not be dealt with further under this procedure, this is for information only.

² A local authority's Members' Code of Conduct applies to a member when they represent the

with any further under this procedure.

Complaints which will not be dealt with under Stage 2

9. A complaint will not be dealt with under Stage 2 of this procedure if it is a complaint which:
- a. is submitted **anonymously**,^{3 4}
 - b. does **not identify the member of the LEP Board**,
 - c. relates to a member of the LEP Board's **personal or private life**,
 - d. alleges that a **criminal offence** has been committed,
 - e. is about **failing to respond** to a request from an individual member of the public,
 - f. relates to alleged actions by **officers**, or a **service related issue**,
 - g. relates to a **decision** of the LEP Board, the Combined Authority, a committee of the Combined Authority or an officer,
 - h. relates to a person who is **no longer** a member of the LEP Board,
 - i. refers principally to an alleged incident **before the person became a member of the LEP Board**,
 - j. refers principally to an alleged incident which happened so long **in the past** that there would be little benefit in taking action,
 - k. contains **trivial allegations**, or which appear to be simply **malicious, vexatious, politically motivated** or **tit-for-tat**,
 - l. concerns alleged behaviour which has **already** been **investigated** or subject to some form of action, or
 - m. has been referred to another local authority under paragraph 8.
10. If a complaint alleges that a criminal offence has been committed⁵, the Monitoring Officer may direct any such complaint to the West Yorkshire

authority on an external organisation, and otherwise acting in an official capacity.

³ Complaints which contain a request for the complainant's identity to be withheld may be dealt with under this procedure, although the complainant's identity will only be withheld if, in the opinion of the Monitoring Officer, there are exceptional circumstances. If the Monitoring Officer does not consider that the complainant's identity should be withheld, the complainant will be given the opportunity to withdraw the complaint.

⁴ Anonymous complaints which reveal potential fraud or corruption will be referred to the Combined Authority's Internal Audit team for consideration under the LEP's or the Combined Authority's whistle blowing policy.

⁵ Such as fraud.

Police⁶. Before making this decision, the Monitoring Officer will consult

- the Combined Authority's Managing Director, and
- the Combined Authority's Chief Finance Officer⁶.

The Monitoring Officer may also consult:

- the Chair of the Combined Authority, and
- the Chair of the LEP

11. The Monitoring Officer will refer any complaint about an **officer or service related issue** to the relevant officer to be dealt with under the relevant procedure.
12. The Monitoring Officer will explain in writing to the complainant why the complaint will not be dealt with under Stage 2 of this procedure.
13. There is no appeal against any decision taken by the Monitoring Officer at this stage.

Stage 2 - Informal Resolution

14. If the Monitoring Officer decides that the complaint should be dealt with under Stage 2 of this procedure, the Monitoring Officer will discuss the complaint with both the complainant and the member of the LEP Board, with a view to seeking to resolve the complaint.
15. The Monitoring Officer will provide the complainant with a copy of this procedure.
16. Informal resolution may include:
 - a. an **explanation** by the member of the LEP Board of the circumstances surrounding the complaint,
 - b. an **apology** from the member of the LEP Board,
 - c. an agreement from the member of the LEP Board to attend relevant **training** or to take part in a **mentoring** process,
 - d. an offer of **mediation or conciliation** between the member of the LEP Board and the complainant, or
 - e. **any other action** capable of resolving the complaint.
17. At the end of a 20 working day period, the Monitoring Officer will decide whether the complaint is resolved.

⁶ This role is currently carried out by the Director of Resources.

18. Where the complaint is **resolved**, the Monitoring Officer will confirm to the complainant and the member of the LEP Board in writing that there will be **no further action** taken under this procedure.

Stage 3 – further action

19. Where the complaint is **not resolved**, the Monitoring Officer will make appropriate arrangements to ensure that the complaint is considered by the LEP Board or a panel of LEP Board on its behalf. The Monitoring Officer will ask the complainant and the member of the LEP Board member to submit **written representations** about the complaint and any response to it.
20. Whether or not there has been a failure to comply with the Code, the Monitoring Officer may in any event make any **general recommendation** to the LEP Board with a view to promoting and maintaining high standards of conduct. Such recommendations may include changes to the LEP Board's members' Code of Conduct, procedures and practices, or training for members of the LEP Board.
21. The Monitoring Officer will report annually to

- the LEP Board and
 - the Combined Authority's Governance and Audit Committee
- about any complaints received about any member of LEP Board, and the outcome of any such complaint. All reporting will be anonymised as appropriate and identify common themes and numbers of complaints year on year. The report will highlight any actions taken to improve procedures, systems and policies.

Privacy Policy

A copy of our privacy policy can be found on the LEP website: [LEP - Privacy and cookie policy](#)

Leeds City Region Enterprise Partnership (LEP)

Confidential complaints procedure

Introduction

1. The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage any person with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. All complaints or allegations will be considered under the appropriate procedure¹.
2. Concerns from a member of the public or a third party² may be reported through:
 - The [LEP whistleblowing policy](#)³;
 - West Yorkshire Combined Authority's [complaints policy](#)⁴ ;
 - The procedure for considering complaints alleging a failure to comply with the [LEP Board Members' Code of Conduct](#) for; or
 - This confidential complaints procedure.

Confidential Complaints Procedure

3. If you are a member of the public or a third party and you want to make a confidential complaint, you should raise it under this procedure. Please contact Caroline Allen, Head of Legal and Governance Services
 - by e-mail to Caroline.Allen@westyorks-ca.gov.uk or
 - in writing to Caroline Allen, Head of Legal and Governance Services, West Yorkshire Combined Authority, Wellington House, 40-50 Wellington Street , Leeds , LS1 2DE

Please state clearly that you want the complaint to remain confidential, and for it to be dealt with under this procedure.

Your complaint must set out:

- a) the **substance** of the complaint, including the background and reason behind it; where, when and how it arose and who was involved,

¹ The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

² Officers or other workers involved with the LEP may use the LEP whistleblowing policy to raise their concerns, or (officers only) the relevant grievance procedure.

³ The whistleblowing policy may be followed where an individual has concerns about a danger, risk, and contravention of rules or illegality and provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. The whistleblowing policy does not extend to any grievance or private complaint which is a dispute about the individual's own position and which has no or very limited public interest. The Combined Authority has a separate whistleblowing policy.

⁴ The Combined Authority is the accountable body for the LEP which is also covered by this policy.

- b) whether they have already raised the issue with anyone previously (for example, a member of the LEP Board or an officer), and any response received, and
- c) how you suggest the complaint could be **resolved**.

Confidentiality

4. Any complaint received under this procedure will be treated in confidence, and every effort will be made to protect your identity if you wish to remain anonymous, by restricting disclosure to a “need to know” basis. However, in some circumstances (for example, where a criminal offence may have been committed) it may become necessary to reveal your identity. We will advise you if this becomes necessary, before proceeding.
5. The Ministry of Housing, Communities and Local Government may request information arising from this process, if they have concerns regarding the LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide your personal details to progress a complaint.
6. Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with data protection legislation. A copy of our privacy policy can be found on the LEP website: [LEP - Privacy and cookie policy](#).

Action taken by the LEP

7. The Head of Legal and Governance Services will nominate a designated complaints officer to investigate your complaint. The designated complaints officer should:
 - contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.
 - write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.
 - take any necessary steps to rectify the issue.

Anonymous complaints

8. The LEP takes all complaints and concerns raised by members of the public and third parties seriously. The Head of Legal and Governance Services will determine whether an anonymous complaint should be investigated, taking into account:
 - the seriousness of the issue raised;
 - the credibility of the concern; and
 - the likelihood of confirming the allegation from attributable sources.

However, the best way to raise a complaint is to do so openly, as this makes it easier to investigate, reach a firm conclusion and provide feedback. Also, investigating an anonymous complaint may reveal the source of information in any event.

Referring your complaint to the Cities and Local Growth Unit

9. If you are either unable or unwilling to raise the matter directly with the LEP or you are dissatisfied with the action taken under this procedure you can refer your complaint to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business, Energy and Industrial Strategy:

- by e-mail to: LEPPolicy@communities.gsi.gov.uk or
- in writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF.

Please clearly mark your email or letter as “Official – Complaints”.

10. The Monitoring Officer will report annually to:

- the LEP Board and
- the Combined Authority’s Governance and Audit Committee

about any complaint received under this procedure, and the outcome of any such complaint. All reporting will be anonymised as appropriate and identify common themes and numbers of complaints year on year. The report will highlight any actions taken to improve procedures, systems and policies.

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

Date: 13 June 2018

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

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To receive the annual summary of remuneration and expenses paid to members of the LEP Board, and adopt the LEP Board Members' Remuneration and Expenses Scheme for 2018-19.

2. Information

- 2.1 Further to the review of LEP transparency taking into account the recommendations of the Ney report, the LEP Board approved a Members' Remuneration and Expenses Scheme (the Scheme), as one of the suite of governance documents approved at its meeting in January 2018.
- 2.2 The Scheme sets out the Chair of the LEP's entitlement to remuneration and the expenses which any other member of the LEP Board is entitled to claim for travel, subsistence and dependent carers' expenses.
- 2.3 No separate allowance under the Combined Authority's allowances scheme attaches to the position of LEP Member on the Combined Authority, which is carried out by the Chair of the LEP Board.
- 2.4 In the interests of transparency and accountability, the Scheme requires a summary of remuneration and expenses paid to members of the LEP Board to be reported each year to the LEP Board and to be published on the Combined Authority's website. Attached at Appendix 1 is the annual summary of remuneration and expenses paid over the last financial year.
- 2.5 No substantive amendments are proposed to the Scheme adopted on 16 January 2018, although it is proposed to clarify that the annual summary sets out remuneration and expenses paid in respect of the last financial year (that is, running from 1 April to 31 March). This is consistent with the requirement for publishing Combined Authority allowances and with accounting practice. The proposed amendment is highlighted in Appendix 2.

3. Financial Implications

- 3.1 No financial implications arise from the proposed amendment to the Scheme.
- 3.2 The total amount payable in any financial year in respect of expenses will vary according to the claims made.

4. Legal Implications

- 4.1 Statutory provisions relating to allowances for local authorities, such as the requirement to appoint an independent remuneration panel, do not apply to the payment of remuneration and expenses for any member of the LEP Board. However, in accordance with the Scheme, an independent remuneration panel would be asked to make any recommendations in the event of any revision to the Chair of the LEP's remuneration.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None

7. Recommendations

- 7.1 That the LEP Board:
 - i. Notes the annual summary of remuneration and expenses, attached as Appendix 1 to this report.
 - ii. Adopts the LEP Board Members' Remuneration and Expenses Scheme for 2018-2019, attached as Appendix 2 to this report.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – LEP Board Members' Remuneration and Expenses Scheme
Appendix 2 – Annual summary of remuneration and expenses

Leeds City Region Enterprise Partnership (LEP)

LEP Board Members' Remuneration and Expenses Scheme 2018-2019

1. Definitions

In this scheme:

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

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

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

The “**Chair of the LEP**” means the Chair of the LEP Board appointed under paragraph 4 of the LEP Constitution.

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

2. Introduction

a) This scheme sets out the entitlement of

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

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

3. Local authority representatives

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

¹ Including any advisory Panel

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

4. Renunciation of entitlement to remuneration or expenses

A member of the LEP Board may elect to forego all or any part of their entitlement to any remuneration² or expenses under this scheme.

5. Travel expenses

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

6. Subsistence expenses

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

7. Dependants Carers' expenses

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

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

1. Childcare element

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

2. Other dependants element

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

² For remuneration, this must be confirmed in writing to the Head of Legal and Governance Services

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

8. Remuneration for the Chair of the LEP

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

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

9. Overseas travel and accommodation

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

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

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

10. Claims and Payments

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

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

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

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

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

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

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

No expenses will be paid under this scheme without:

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

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

- in respect of the Chair of the LEP's remuneration, in instalments of one-twelfth of the amount specified in this scheme on the last Thursday of each month⁷; and
- in respect of travelling, subsistence and dependent carers' expenses, on the last Thursday in each month for all fully completed claims received by the end of the previous week.

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

⁷ Where a payment of one-twelfth of the amount specified in this scheme in respect of the Chair of the LEP's allowance would result in the Chair of the LEP receiving more than the amount to which, by virtue of paragraph 8, he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he or she is entitled.

11. Publishing remuneration and expenses paid

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

A summary of remuneration and expenses paid under this scheme each year⁸ shall be reported to annually to the LEP Board, and the summary shall subsequently be published on the Combined Authority's web-site, within 10 working days of the meeting at which it was considered.

⁸ A year for this purpose is the financial year running from 1 April to 31 March.

Schedule 1 - Approved duties

1. Meetings of the LEP Board.
2. Subject to prior agreement by the Head of Legal and Governance Services that
 - attendance is in the capacity **as a member of the LEP Board**,
 - the meeting represent **value for money**, and
 - the function or event is being held for the purpose of discussing non-political matters which relate to the **functions of the LEP**:
 - a) meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies, and
 - b) attending any of the following:
 - conferences, seminars and study courses⁹
 - representative function and events,
 - official functions and events,
 - responding to invitations to meet and/or address relevant organisations,
 - site visits, and
 - meetings with the Combined Authority or other Leeds City Region local authority officers.

⁹ This provision does not extend to payment to any member of the LEP Board in respect of attendance at conferences convened by any body, the objects of which are wholly or partly political.

Schedule 2 - Travel expenses¹⁰

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

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

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

First class rail travel must be approved as an exception in advance by the Monitoring Officer, where they are satisfied that there are special circumstances that justify first class travel.

In exceptional circumstances, where it is not reasonable to use public transport, a taxi may be used.

Vehicle mileage expenses

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

Car mileage expenses will not be reimbursed where the Monitoring Officer considers that it would have been reasonable for the claimant to have travelled with another LEP Board member or an officer.

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

¹⁰ This reflects the Combined Authority's Allowances Scheme and is subject to periodic review

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

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

Passenger Rates

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

Schedule 3 - Subsistence expenses

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

Day Subsistence Rates

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

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

Overnight accommodation

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

Meals Provided Free Of Charge

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

Meals Taken On Trains

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

Annual report on Remuneration and Expenses paid to LEP Board Members in the financial year to 31 March 2018

In accordance with the requirements of paragraph 11 of the LEP Board Members' Remuneration and Expenses Scheme, notice is hereby given that the amounts paid by way of remuneration and expenses to members of the Leeds City Region LEP Board during the financial year ending 31 March 2018 were as follows:-

Remuneration Period: Year ending 31 March 2018	
Name of member	Remuneration £
Marsh, Roger (Chair of the LEP)	60,000

Expenses Period: Year ending 31 March 2018	
Name of member	Expenses £
Greenan, Nicola	66.18

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

Date: 13 June 2018

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

Director: Sue Cooke, Executive Head of Economic Services

Author(s): Julie Haigh, Senior Executive Support Officer

1 Purpose of this report

- 1.1 At the March 2017 Board meeting the LEP Board (“Board”) approved the submission of the Assurance Framework, which included the Equality and Diversity Policy and Statement (EDS).
- 1.2 The EDS is to be reviewed annually and any changes or recommendations are to be agreed by the Board.
- 1.3 The EDS outlines the measures to be taken in connection with Board and sub group membership recruitment and therefore contained within this report are details of these measures and subsequent outcomes of the Board & Panel refresh conducted in autumn 2017.

2 Information

- 2.1 Within the Assurance Framework submitted in March 2017 a new expectation was that each LEP must set out its rules governing its commitment to diversity, including a diversity statement explaining how the LEP will look to ensure diverse representation at board and sub group level which is also reflective of their local business community, including geographies and protected characteristics.
- 2.2 The Equality Act 2010 defines the following as “protected characteristics”: age, disability; gender reassignment, marriage and civil partnership; pregnancy and maternity; race; religion or belief; sexual orientation.
- 2.3 As a result the LEP Equality & Diversity Policy including a Diversity Statement was produced and approved at the March 2017 meeting of the Board.
- 2.4 This Policy and Statement are to be reviewed annually and is attached (Appendix 1) for the Board’s approval.

Recruitment of private sector Members

- 2.5 A LEP Board and Panel recruitment exercise was undertaken in autumn 2017 to recruit new private sector Members in an open and transparent manner, consistent with the Leeds City Region Assurance Framework. Our main, but not exclusive, focus was to attract business leaders within the digital, creative, health and care sectors and to have high regard for our Diversity and Equality Policy.
- 2.6 The opportunity was promoted via an online “Join the LEP” recruitment information pack which included positive images of people of black, Asian and minority ethnic (bAme) heritage and women, with a view to attracting a more diverse range of candidates. This was shared through extensive digital channels and networks including Yorkshire Enterprise Network, Made in Yorkshire, Forward Ladies, Export Network, YABA, Women on Boards and Deliciously Yorkshire. Advertising also took place via the Business Insider and The Business Desk which was run in conjunction with an extensive social media campaign e.g. LinkedIn, Twitter.
- 2.7 LEP Board and Panel Members, Senior Leaders and business intermediary partners were proactively encouraged to engage and share this opportunity with their existing networks and approach relevant colleagues to maximise interest.
- 2.8 As a result of this campaign, 69 applications were received in total. Subsequently 26 shortlisted candidates who met the selection criteria were interviewed by an Appointment Panel consisting of the LEP Chair, Cllr Tim Swift (Deputy Chair) and Joanna Robinson (PS Member).
- 2.9 Of these 69, 12 applications were from females and 6 applications were bAme, 17% and 9% respectively of total applications. All female and bAme candidates were subsequently offered appointments on either the Board, a Panel or to join the Enterprise in Education programme as Enterprise Advisors.
- 2.10 The Appointment Panel proactively sought to ensure a good representation across the wider geography of the Leeds City Region as well as a mix of sector and size of business, including social enterprise (see Appendix 2).

Composition of the Board and Panels

- 2.11 The table in Appendix 2 details the composition of the Board following this recruitment exercise.
- 2.12 Induction sessions were subsequently provided to all new Board and Panel Members and Enterprise Advisors.
- 2.13 Both new and existing private sector Members were also briefed on our Equality and Diversity Policy.

Next Steps

- 2.14 In preparation for the next recruitment campaign, and to ensure full consideration of the Equality and Diversity Policy and Statement during this process, members of future Appointment Panels will in turn also receive more in depth diversity & equality briefing, particularly around recognising subconscious bias, ahead of conducting future interviews.
- 2.15 The LEP will continue to monitor the composition of its Board and Panels in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeting.
- 2.16 The LEP will also continue to research and then reach out to bAme and women in business networks in an attempt to attract a greater number of applicants in future recruitment campaigns. There are numerous existing networks already in place and our intention is to continue to grow these in number. For example, the Insider Top 40 most significant women in Yorkshire was announced only recently and therefore we have already made steps to engage with both individuals directly and the publication. This is also the case with the Northern Powerhouse Women network. Contact was made in late April in preparation of forthcoming recruitment campaigns. The LEP will continue to strive to do more proactive engagement to build on these networks, including those linked to bAme business communities.

3 Financial Implications

- 3.1 None.

4 Legal Implications

- 4.1 None.

5 Staffing Implications

- 5.1 None.

6 External Consultees

- 6.1 None.

7 Recommendations

- 7.1 That the LEP Board notes and provides any comments on the contents of this report.
- 7.2 That the LEP Board approves the attached Equality & Diversity Policy and Diversity Statement which forms part of the LEP's Assurance Framework.

8 Background Documents

- 8.1 None.

9 Appendices

1. Leeds City Region Enterprise Partnership Equality and Diversity Policy including Diversity Statement
2. LEP Board composition

Leeds City Region Enterprise Partnership (LEP)

Equality and Diversity Policy including Diversity Statement

Introduction

The Leeds City Region covers a large physical area and spans 10 local authority areas (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York), and is the biggest outside London, worth over £66.5 billion and generating 5% of England's output. It has 3 million residents, a workforce of 1.9 million, over 121,000 businesses, 14 Further Education Colleges and nine Higher Education Institutions, one of the largest concentrations in Europe.

In order to deliver significant growth and productivity gains we aim to remove all barriers to achieving economic performance, resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities. Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress.

The competitive advantage arising from local diversity will be harnessed to drive growth. We aim to integrate equality into all that we do, and the work that others do on behalf of the Leeds City Region.

What is Equality and Diversity?

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including race, gender, disability, religion or belief, sex, sexual orientation and age.

Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Diversity and equality issues impact everyone in the Leeds City Region area, hence we are committed to removing barriers that might restrict people and continue to work towards positive change.

Commitment required

The LEP is committed to achieving diversity and equality of opportunity both as a partnership and as a commissioner of services. In practice this means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and in relation to our own structure.

The LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

What we will do

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

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

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Through the West Yorkshire Combined Authority's role as the accountable body, monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional, and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities; and
- Promote best practice.

Diversity Statement regarding board membership and sub groups

Selection for LEP Board membership will be on the basis of aptitude and ability. We shall encourage applications from all diverse backgrounds to the board and its sub groups. We shall also endeavour to recruit openly from our community so that the board reflects regional diversity in terms of the protected characteristics, including age, race, gender and disability. This measure will be assessed annually and the results produced for the board. We shall ensure that all members of the board and its sub groups have had equality and diversity training.

Responsibilities

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

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

The LEP Board and team members will be made aware of their responsibility to challenge discrimination. This Policy will be reviewed every year and any recommendations and changes are to be agreed by the LEP Board.

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LEP Board composition

Member	Geography	Sector	Business Size/Local Authority
Roger Marsh, OBE	Leeds	Professional Services	Large
Adam Beaumont	Leeds	Digital	Small SME
Ian Cherry	Leeds	Rental & Leasing (Support Services)	Medium SME
Prof Bob Cryan, CBE	Huddersfield	Higher Education	Large University
Nicola Greenan	Leeds	Creative Arts/ social enterprise	Small SME
Amir Hussain	Bradford	Architect/professional services	Small SME
Rashik Parmar, MBE	Leeds	Technology	Large Corporate
Joanna Robinson	Bradford	Manufacturing	Medium SME
Andrew Wright	Huddersfield	Engineering	Medium SME
Cllr Susan Hinchcliffe	Bradford	Public	Local authority
Cllr Tim Swift	Calderdale	Public	Local authority
Cllr Shabir Pandor	Kirklees	Public	Local authority
Cllr Judith Blake, CBE	Leeds	Public	Local authority
Cllr Peter Box, CBE	Wakefield	Public	Local authority
Cllr Ian Gillies	York	Public	Local authority
Cllr Carl Les	North Yorkshire	Public	Local authority
Cllr Richard Cooper	Harrogate	Public	Local authority

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

Date: 13 June 2018

Subject: **Calendar of meetings 2018/19**

Director: Angela Taylor, Director of Resources

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To approve the calendar of meetings proposed for the LEP Board for 2018-2019, and note the provisional meeting dates for panels appointed by the West Yorkshire Combined Authority (Combined Authority) which report to the LEP Board, and other committees.

2. Information

- 2.1 The proposed calendar of meetings for the LEP Board in 2018/19 is attached as **Appendix 1** to this report.
- 2.2 In setting the proposed dates for the LEP Board, it was necessary to give consideration to the wider schedule of meetings of the West Yorkshire Combined Authority, to ensure that each committee and advisory panel feeds through the appropriate committee channels and into the LEP Board/Combined Authority as required.
- 2.3 Bank holidays, public holidays, party conferences, Marché International des Professionnels d'Immobilier (MIPIM), elections, full council meetings and district cabinet/executive meetings have all been taken into account and avoided. It has not been possible to avoid all school holidays due to divergent holidays across Leeds City Region's geography and between primary, secondary, sixth form together with private/state/academy differences.
- 2.4 **Appendix 1** also shows provisional meeting dates for panels to be appointed by the Combined Authority, which also report to the LEP Board. Provisional dates for the proposed Inclusive Growth Panel have still to be confirmed. The appendix also includes, for information purposes, provisional dates for meetings of the Transport Committee and the West Yorkshire & York Investment Committee which report directly to the Combined Authority and the Business Investment Panel which reports directly to the Investment

Committee. All these meeting dates are subject to the resolution of the Combined Authority at its annual meeting on 28 June 2018.

3. Financial Implications

3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board:

- i. Approves the calendar of meetings proposed for the LEP Board for 2018-19 as detailed in Appendix 1.
- ii. Notes the provisional meeting dates for panels to be appointed by the Combined Authority which report to the LEP Board, as detailed in Appendix 1.
- iii. Notes the provisional meeting dates of the Transport Committee, West Yorkshire & York Investment Committee and the Business Investment Panel as detailed in Appendix 1.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – Calendar of Meetings 2018-2019

Draft Calendar of Meetings 2018/19

2018

July 2018	4	Investment Committee	11.00 am
	6	Transport Committee	11.00 am
	12	Business Investment Panel	2.00 pm
	19	LEP Board	2.00 pm
	24	Green Economy Panel	2.00 pm
	26	Place Panel	2.00 pm

	9	Business Investment Panel	2.00 pm
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September 2018	5	Investment Committee	11.00 am
	6	Business Investment Panel	2.00 pm
	7	Transport Committee	11.00 am
	11	Employment and Skills Panel	2.00 pm
	13	Business Innovation and Growth Panel	2.00 pm
	20	LEP Board Away Day LEP Board	12.00 pm 2.30 pm

October 2018	4	Business Investment Panel	2.00 pm
	23	Green Economy Panel	2.00 pm
	25	Place Panel	2.00 pm

	7	Investment Committee	11.00 am
	8	Business Investment Panel	2.00 pm
	9	Transport Committee	11.00 am
	22	LEP Board	2.00 pm
	27	Business Innovation and Growth Panel	2.00 pm
	29	Employment and Skills Panel	2.00 pm

December 2018	6	Business Investment Panel	2.00 pm
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2019

January 2019	9	Investment Committee	11.00 am
	10	Business Investment Panel	2.00 pm
	11	Transport Committee	11.00 am
	23	LEP Board	2.00 pm
	29	Green Economy Panel	2.00 pm
	31	Place Panel	2.00 pm

	7	Business Investment Panel	2.00 pm
	26	Business Innovation and Growth Panel	2.00 pm
	28	Employment and Skills Panel	2.00 pm

March 2019	7	Business Investment Panel	2.00 pm
	13	Investment Committee	11.00 am
	15	Transport Committee	11.00 am
	26	LEP Board	2.00 pm

April 2019	4	Business Investment Panel	2.00 pm
	9	Green Economy Panel	2.00 pm
	11	Place Panel	2.00 pm
	30	Business Investment Panel	2.00 pm
May 2019	8	Investment Committee	11.00 am
	10	Transport Committee	11.00 am
	28	Business Innovation and Growth Panel	2.00 pm
	30	Employment and Skills Panel	2.00 pm
June 2019	4	Business Investment Panel	2.00 pm
	6	LEP Board Annual Meeting	2.00 pm



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

Date: 13 June 2018

Subject: **Business Communications Group (BCG) update**

Director: Roger Baker – Head of Communications and Marketing

Author(s): Ian Williams, Racheal Johnson

1 Purpose of this report

- 1.1 To provide LEP Board members with an update on the recent meeting of the Business Communications Group (BCG).
- 1.2 To provide Board members with an update on communications and marketing activity in support of its objectives, delivered by the West Yorkshire Combined Authority's Communications and Marketing team.

2 Information

BCG meeting

- 2.1 The most recent meeting of the BCG took place on 21 March 2018 and was the first one chaired by Joanna Robinson. The meeting was shorter in time than usual due to a Local Industrial Strategy workshop taking place immediately beforehand, which some BCG members attended.
- 2.2 There were two new members of the BCG in attendance: Lee'ann Kaufman, the owner of a PR business in Leeds, and Michael Harvey who is the new representative of Business in the Community.
- 2.3 Joanna Robinson outlined her vision for the BCG and emphasised that one of her key roles is to ensure the LEP Board hears more about the challenges and opportunities facing business. In addition she asked attendees for their views of the BCG and feedback included the following:
 - it provides an excellent insight into what's happening in the broader economy;
 - the breadth of membership and the different sectors represented is good and provides a wide range of views;
 - the regular updates about how the Leeds City Region economy is performing are useful;

- from a skills perspective it's very useful to hear what business is saying about skills needs;
- it is a useful way of finding out what support is available to business but this should happen more frequently.

2.4 BCG members gave general updates on issues and opportunities highlighted by their members and this included:

- the forthcoming rise in employer pension's contributions and the increase in the national living wage will contribute to a continued rise in input costs for many businesses;
- the squeeze on margins continues;
- the results from the recent Quarterly Economic Survey undertaken by the local chambers of commerce, which the LEP supports, show that investment levels, confidence and domestic sales have all increased but exports have slowed;
- difficulties recruiting skilled staff continue;
- confusion amongst businesses about the changes that have taken place to the apprenticeship levy and the implications for levy and non-levy paying firms. Clarification would be welcome;
- concerns about the lack of clarity about Brexit and the implications this has for business planning. Many businesses are fearful that clarity will not be forthcoming in the short-term;

2.5 Another request was for representatives of the LEP Growth Service team to attend the next BCG meeting and provide an update about what services are available to business. The Combined Authority's Head of Business Support will attend the next meeting.

2.6 There was also a suggestion that the LEP establishes a business related events calendar so that BCG members are aware of what and when things are taking place and duplication can be avoided. This is currently being developed by the Combined Authority's Communications and Marketing team as part of the new Combined Authority website project (known as "web 3").

2.7 Following the earlier workshop on proposals for the City Region's Local Inclusive Industrial Strategy meeting, which several BCG members attended, members were encouraged to play an active role in the development of the strategy. In addition it was agreed that the Local Inclusive Industrial Strategy will become a standing item on the agenda for BCG meetings.

Communications and Marketing

2.8 The Board is asked to note the below updates in relation to the LEP's key communications and marketing channels for March and April. As noted in previous Board updates, the West Yorkshire Combined Authority Communications and Marketing team now covers the full breadth of the Combined Authority/ LEP agenda and the media statistics presented below refer to coverage across this full range of activity.

- 2.9 The Board will note that the Combined Authority was subject to local government pre-election purdah from 26 March to 4 May, which places restrictions on the range and scale of communications activity that can be undertaken. Statistics are therefore generally lower for April than March.

Media coverage (March 2018)

Media mentions:	905
Estimated reach:	64,054,202
Estimated Advertising Value Equivalent (AVE)	£2,325,061

Media coverage (April 2018)

Media mentions:	943
Estimated reach:	47,771,373
Estimated Advertising Value Equivalent (AVE)	£1,388,225

- 2.10 Select recent media highlights are included at **Appendix 1**.

2.11 Website (March)

	www.the-lep.com	www.investleedscityregion.com
Primary audience	<ul style="list-style-type: none"> City Region businesses (primarily SMEs) 	<ul style="list-style-type: none"> Potential investors in the City Region
Sessions	5,776	2,639
Page views	16,907	5,737

Website (April)

	www.the-lep.com	www.investleedscityregion.com
Primary audience	<ul style="list-style-type: none"> City Region businesses (primarily SMEs) 	<ul style="list-style-type: none"> Potential investors in the City Region
Sessions	5,016	1,469
Page views	14,534	4,606

2.12 Twitter – March:

	@LeedsCityRegion	@InvestLCR
Impressions	126,000	98,800
Profile visits	3,891	1,774
Follower growth	140	115

Twitter – April

	@LeedsCityRegion	@InvestLCR
Impressions	24,900	85,000
Profile visits	1,850	1,443
Follower growth	63	60

2.13 Key communications and marketing highlights:

- The 2018 Leeds City Region delegation to **MIPIM**, which is coordinated by Combined Authority officers but majority funded by the private sector, took place from 12-16 March. Details of key outcomes from the delegation are included in the Business Innovation and Growth Panel item (item 14b of this meeting) but media activity led by the Communications and Marketing team delivered 74 pieces of coverage, over 4,106,264 opportunities to see and an Advertising Equivalent Value (AEV) of £127,537.91.
- The monthly **partner eNews** on the key news stories from the LEP and Combined Authority has seen increased open and click-through rates since its launch in January. Open rates are now averaging 25%, which is the highest level of engagement of any Combined Authority/ LEP newsletter. An example of the most recent edition is available at: <https://mail-westyorksca.com/3LTT-DH5V-CE3QU2MCE5/cr.aspx>
- Phase two of the **#futuregoals campaign**, which launched on 26 February, ended on 31 March. The campaign achieved 838,876 opportunities to see against a target of young people and parent reach of 40,000. It also indirectly benefitted 37,000 young people in the region through a series of #futuregoals teacher CPD sessions, delivered as part of the campaign. Further details are available in the Employment and Skills Panel report (item 14c of this meeting).
- A **series of case studies of businesses** supported by the LEP Growth Service is being developed, with three issued in March generating regional and local media coverage. In addition, media releases were issued on overall Growth Service achievements to date (including its support for over 3,700 businesses) and on the results of the Leeds City Region business survey, which identifies the link between business planning and training, and improved productivity.
- The **#4sparks campaign** to bring Channel 4 to the region has continued with support from the Communications and Marketing team. Full details are included in the Business Innovation and Growth Panel report (item 14b of this meeting).
- A programme of social media activity was delivered to support **National Careers and Apprenticeships Week** in March. This activity generated over 7,500 Twitter impressions and posts were liked, shared and retweeted over 100 times. Page views to the LEP apprenticeship support doubled

compared to the previous month. Supplementary media activity included a LEP column by Roger Marsh OBE on the roles the LEP and Combined Authority are playing in supporting young people, and on findings from the 2017 Leeds City Region labour market report.

- A month-long social media campaign to showcase the City Region’s strengths in digital industries has been running since 16 April and is due to finish on 18 May. To date the campaign hashtag **#LCRisdigital** has reached 184,270 accounts.

2.14 **Communications and marketing business plans** for the coming year are currently being finalised and details will be brought to a future LEP Board meeting. Headlines, in addition to business-as-usual promotion of LEP and Combined Authority economic and transport services, will include:

- A **business-led campaign to boost innovation and productivity** in the region, in line with the emerging aims of the City Region’s Local Inclusive Industrial Strategy.
- A programme of **business, stakeholder and community engagement** to shape the development of the Local Inclusive Industrial Strategy, beginning with online engagement and workshops to shape the City Region’s digital framework in June.
- Further development of the **#futuregoals** initiative to target adults as part of the City Region’s career learning pilot.
- Development of **impact stories**, case studies and collateral showcasing how Growth Deal investment is making a difference across the region – including a Growth Deal halfway campaign in June/ July and an updated impact report in the autumn.
- Further development of **campaigns to attract investment and develop trade relationships** with key target markets.
- Campaigns in partnership with regional businesses to **attract tech talent** to the City Region and encourage local people and businesses to develop digital skills and capabilities.
- Further **development of the LEP brand** as part of a “brand family” approach, making clear to partners and the public the relationships between the LEP and Combined Authority, and saving money.

3 Financial Implications

3.1 None.

4 Legal Implications

4.1 None.

5 Staffing Implications

5.1 None.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That LEP Board members note the contents of this report.

7.2 That members offer comments on the business challenges and issues raised by BCG members in section 2.4 and appropriate responses.

8 Background Documents

8.1 None.

9 Appendices

9.1 Appendix 1: Select media highlights

Select media highlights

March 2018

BBC online: 'One Yorkshire' council leaders submit £3.75bn devolution bid

Details of a proposed £3.75bn devolution deal have been submitted to the government by the leaders of 18 of Yorkshire's 20 councils. The 'One Yorkshire' bid outlines plans for a £125m-a-year, 30-year-deal and a directly elected "Mayor for Yorkshire" to be voted in to power by 2020. The 10-page document has been submitted to the Ministry of Housing, Communities and Local Government for consideration. A government spokesman said it "welcomed discussions" on the proposal.

Yorkshire Post: Yorkshire devolution: Javid promises to "carefully consider" detailed plans

Local Government Secretary Sajid Javid has promised to "carefully consider" detailed proposals for a Yorkshire-wide devolution deal submitted by the region's council leaders. Earlier this month, leaders of 18 local authorities submitted a 10-page document to the Government setting out what a One Yorkshire devolution deal might look like. It followed a meeting on February 27 where Mr Javid suggested that Ministers would not stand in the way of any One Yorkshire proposal that had widespread support.

Yorkshire Post: Univer gears up for Brexit growth following LEP investment

A Yorkshire-based manufacturing firm has created a major new facility to help it win a bigger share of markets after Brexit. Univer has completed a £2.45m transformation project to establish a new manufacturing site to support its growth plans. The investment included £440,000 from the Leeds City Region Enterprise Partnership grant programme.

Yorkshire Post: Halifax railway station could undergo multi-million pound regeneration

A multi-million pound transformation of Halifax Railway Station could get the green light by Calderdale Council on Monday. The plans include a new station building at platform level, the demolition of the station access bridge, a new transport interchange, a new car park and drop-off, pick-up and taxi points, re-opening the third platform in front of the '1855 building' and new areas for shops or food and drink businesses. The West Yorkshire Combined Authority has earmarked £10.6m of funding to the council, while the council has earmarked funding of £3.3m from the A629 phase 2 scheme

Yorkshire Post: Bradford station on Northern Powerhouse Rail 'would create 15,000 jobs'

Creating a station in Bradford as part of the planned high speed rail link between Leeds and Manchester could boost the UK's economy by billions of pounds and add

15,000 new jobs to the region, it is claimed. Analysts at GENECON today published the first full economic impact study of a Bradford city centre station on Northern Powerhouse Rail (NPR), claiming it would bolster the North's economy by up to £15bn by 2060.

Huffington Post: Transport Is Crucial To Realising The Northern Powerhouse (Cllr Hinchliffe blog)

Transport has always been central to turning the Northern Powerhouse from a concept into a reality. Giving people the ability to move around the North of England quickly, seamlessly and in an affordable way would open up access to education, services and job opportunities with the potential to deliver a £100billion boost to the UK economy and create 850,000 additional jobs.

Huddersfield Examiner: Kirklees reveals plans for 10,000 new homes ... and aims to build 1,000 itself

Kirklees Council's deputy leader has revealed a plan to build 10,000 new homes in just five years. Cllr Shabir Pandor and Karl Battersby, Kirklees Council's strategic director for economy and infrastructure, have flown out to MIPIM – the world's leading international property and investment event in Cannes, France.

Yorkshire Evening Post: Bradford Odeon restoration scheme to get £4m funding boost

Plans to transform a dilapidated cinema into a 4,000-capacity music venue have been boosted with £4m of government funding. A project to restore Bradford's vacant Odeon cinema has been awarded the cash from the Northern Cultural Regeneration Fund. The restoration scheme will get a share of £15m which will also benefit cultural projects in the Lake District and Blackpool, Arts, Heritage and Tourism Minister Michael Ellis announced today. The twin-domed Odeon, which houses an auditorium and art deco ballroom, has been closed since 2000.

April 2018

Telegraph and Argus: [College awarded funding to encourage more staff to cycle to work](#)

Bradford College has secured funding to encourage more members of its staff to cycle to work. It has been awarded a £5,000 Bike-Friendly Business grant from CityConnect, the group behind the Bradford to Leeds Cycle Super Highway, to help improve facilities for workers who travel by bike. The grant will be used to purchase a public bike pump, bike locks, bike lights, lockers and a drying cabinet.

Yorkshire Business Daily: [AD:VENTURE Gives Start-Ups An Advantage During Yorkshire Business Market](#)

AD:VENTURE, the ERDF funded programme offering practical support and growth grants to give start-ups the opportunity to reach their potential within the first three years of trading, will feature at the Yorkshire Business Market at Pavilions of

Harrogate on Monday. Exhibiting alongside the Leeds City Region Enterprise Partnership (LEP) and Harrogate Council, AD:VENTURE is urging small businesses to visit stand A41 to speak with a number of delivery partners that could provide them with access to an abundance of resources without having to go to the trouble of visiting numerous stands.

Railway Magazine: [Northern Powerhouse Rail could bring £15bn benefits to Bradford Interchange](#)

Proposals to transform Bradford's city centre transport interchange as part of the Northern Powerhouse Rail project could boost the city's economy by £15billion, according to economic analyst GENECON. A redeveloped rail/road interchange could also help to boost the economy of the Leeds City Region by up to £15bn by 2060, if Bradford becomes part of the new high-speed, east-west rail link.

Wakefield Express: [Railway stations lined up for £32m investment](#) (covered in a range of outlets)

Work has started on a £32m programme of improvements at railway stations across West Yorkshire. Car parks at stations across the region will be expanded under the scheme, with the improvement expected to help increase passenger numbers and create more jobs. As part of the expansion plans, South Elmsall is set to get an extra parking 50 spaces, doubling its current capacity.

Dewsbury Reporter: [Click and go! Bus and train users in Leeds embrace digital revolution](#) (covered in a range of outlets)

Transport bosses have released new figures that underline the scale of the digital revolution taking place on buses and trains in Leeds and the rest of West Yorkshire. Passengers in the county are now using MCard travel smartcards to make around £30m worth of journeys each year, the West Yorkshire Combined Authority (WYCA) revealed today. Around 50 people every day are also downloading the free MCard app that allows travel tickets to be purchased from any Android smartphone.

Wakefield Express: [Plans submitted for £7m Glass Houghton by-pass](#) (covered in a range of outlets)

Plans for the new £7 million by-pass around Castleford have been submitted. The new road, which will link up the roundabout at Bruce Smeaton Way and Cutsyke Road to Whistler Drive on the south side of Glass Houghton is designed to ease congestion in the area. Drawn up by Wakefield Council, it says the link road will not only ease congestion but unlock opportunities for further housing and business development along the proposed 1.3km stretch. The scheme is expected to be funded by the West Yorkshire Combined Authority through the West Yorkshire Transport Fund.

UK Construction: [Launch of Leeds heat network](#)

March saw one of the UK's largest heat networks, the Leeds PIPES Network, officially launched by Leeds City Council, Vital Energi and The Co-Operative Academy.

PIPES is a new flagship heat and hot water system for thousands of homes and businesses in Leeds, connecting some 1,983 council homes and numerous business around Leeds City Centre to the Leeds Recycling and Energy Recovery Facility (RERF). The £35M network, has been developed in partnership between Leeds City Council and energy company Vital Energi.

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

Date: 13 June 2018

Subject: **Business Innovation and Growth Panel update**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): David Shepherd, Henry Rigg, Amanda Potter, Sarah Bowes

1 Purpose of this report

- 1.1 To provide the LEP Board with a report on the work of the BIG Panel.

2 Information

Innovation

Northern Innovation Strategy

- 2.1 The 11 Northern LEPs have now commissioned consultancy support to take Innovation North to the next stage. SDG Consultants have been appointed to help consolidate the existing evidence base (what we already know about innovation in the north through the various Sustainability Impact Assessments (SIAs) and research /policy papers), identify proposals and recommendations for Innovation North to take forwards, and suggest appropriate governance mechanisms. SDG have contacted key stakeholders across the City Region and held one of the three engagement workshops in Leeds, Liverpool and Newcastle. Once the report is finalised it will be shared with LEP Board.

LEP University engagement

- 2.2 To help support the development of the Local Inclusive Industrial Strategy, the University Knowledge Transfer Directors took part in a joint workshop in March with business membership organisations and local authorities to begin to explore the opportunities set out in the Industrial Strategy White Paper. The discussion focused on place, infrastructure, skills, ideas and people, in the light of the four key challenges for the city region identified by the LEP Board at its September 2017 away day (the productivity gap between the city region and the national average is increasing; investment, particularly private sector investment in innovation is low; living standards have stalled, and; stubborn deprivation persists).
- 2.3 The next meeting of university Vice Chancellors and the LEP took place in May with the discussion centred around the role of Universities in the Local

Inclusive Industrial Strategy, in the light of the discussion in March's workshop. A verbal update will be provided at the meeting.

Access Innovation

- 2.4 This LEP programme supports businesses to develop new products and processes via a package of advice and funding. To date, it has engaged with over 330 businesses, 169 of which have received one-to-one support from the three Innovation Growth Managers. This has resulted in the development of detailed action plans for each business innovation project. 15 applications for grants have been approved to date with a collective value of £457,000.
- 2.5 The highest number of enquiries and approved applications to date are from the healthcare and life sciences, manufacturing (including textiles) and digital sectors. The programme team continues to build strong working links with organisations in these sectors, including the Engineering Employers' Federation, Digital Health Enterprise Zone, Digital Catapult, Advanced Manufacturing Research Centre, Translate, and the Yorkshire & Humber Academic Health Science Network, as well as regional universities.

Digital

- 2.6 Work is continuing to progress to develop the Leeds City Region Digital Framework. As LEP Board members heard at the last meeting, the proposals, which have been tested out with a small number of stakeholders are being consulted on through an online engagement exercise in late May for further amendment and ratification.

Business Support

Business Growth Programme (BGP)

- 2.7 The BGP provides grants to businesses in the City Region towards capital investment (land, building, plant, equipment, machinery) that will lead to new jobs and improvements in productivity.

Table 1: Programme performance against headline targets

Target Measure	6-Year Target (April 15 to March 21)	Achieved (as of May 18)
Expenditure	£38,96m	Committed - £28.75m Actual - £23.30m
New Jobs Created	4,100	Committed - 4,792 + 1,760 safeguarded Actual - 2,778 + 1,682 safeguarded
Businesses Supported	765	Committed – 522 Actual – 434

Number of Grants Awarded	N/A	Committed – 602 Actual – 489
Public/ Private Sector Leverage	£168.5m	Committed - £295.3m Actual - £218.8m
Total Cost Per Job	No contractual target	Committed - £6,000 Actual - £8,389

- 2.8 The above table shows good progress against the target to create 4,100 new jobs by the end of March 2021, with 2,778 created to date and commitment of a further 2,014 from approved applications. The 1,682 jobs safeguarded are as a result of grants awarded to businesses severely affected by the 2015 Boxing Day floods.
- 2.9 On 10 May 2018, the Combined Authority endorsed the LEP Board’s decision to introduce new criteria, and associated conditions, to generate more inclusive growth outcomes from businesses supported by the BGP. To be implemented from July 2018, this will include a mechanism to incentivise businesses to create higher paid jobs, and to contribute more to a range of associated initiatives, such as Apprenticeships, skills development, resource efficiency and sustainable travel planning.

LEP Growth Service

- 2.10 The Growth Service provides businesses in the City Region with direct access to the full range of publicly-funded products and services available to help them grow. Table 2 below highlights performance against the headline targets for 2017/18.

Table 2: Performance against headline targets 2017-18.

Target Measure	Target	Achieved Apr 17 – March 18
SMEs supported - light-touch & intensive (such as attendance at events, sign-ups to the LEP eNewsletter, referrals to other products/services)	2500	2428
SMEs supported - intensively by SME Growth Managers (ongoing support over the year i.e. several meetings, diagnosis of need, personal referral to relevant products/services, support with funding applications etc).	630	633
All business enquiries handled by the LEP gateway (helpline, email and web)	No contractual target	1322

- 2.11 The service has fell just short of its annual target for 2017/18 by supporting 2,428 businesses to grow in the year. Of these, 633 were supported more

intensively by the SME Growth Managers, which is just above the annual target of 630. In addition, a further 949 businesses had support from other LEP business support products during 2017/18. To date in 2018/19, over 260 businesses have been supported, 62 by the SME Growth Managers.

- 2.12 Four additional Business Advice Pop-Up events were delivered in March and April 2018 at the Elsie Whitely Centre in Halifax, the Carlisle Community Centre in Manningham, Bradford, and the Hillside Enterprise Centre in Beeston, Leeds and the Create Café in Wakefield. 63 different businesses attended the events and collectively accessed 77 hours of support across 231 one-to-one advice sessions.

Other Business Support Programmes

- 2.13 The Strategic Business Growth (SBG) project provides small, ambitious businesses in the City Region with a package of tailored support to help them achieve their growth potential. This includes business coaching, workshops on growth topics and grant-funding.
- 2.14 92 businesses have successfully applied to be on the project, 75 of which have developed detailed growth action plans with their allotted account managers. 27 of these firms have to date benefitted from a combined total of 700 hours of business coaching, with 21 attending at least one of the workshops on key growth-related topics. Six businesses have had approvals for capital grants with a combined value of £149,000 and this will result in the creation of over 40 new jobs.
- 2.15 The Growth Service is the access point for the Travel Plan Network (TPN), which provides businesses of all sizes across West Yorkshire with advice and guidance on implementing sustainable travel solutions. 90 businesses joined the network during 2017/18 and there are now over 360 members in total.
- 2.16 The Northern Powerhouse Investment Fund (NPIF) formally launched on 22 February 2017, and has since invested £8.9m of funding 62 businesses in Leeds City Region. £1.45m has been invested in 35 businesses via the micro fund, £4.4m has been invested in 20 businesses via the debt fund, and £3.05m in eight businesses via the equity fund.
- 2.17 NPIF promotion has continued by both the appointed fund managers and the British Business Bank with extensive networking and attendance at key events. The focus continues to be private sector professional intermediaries (e.g. banks, accountants and solicitors), business membership organisations and the LEP Growth Service to continue to widen awareness of, and participation in, the fund. Roger Marsh OBE addressed the fund's celebration event in Leeds on 8 May 2018, which featured case studies on three Leeds City Region businesses that have secured investment.

Trade and Investment

Trade Outlook

- 2.18 In the year to December 2017, the value of UK trade in goods exported increased by 13% compared with the same period last year. There were increases in annual export values for all English regions with Yorkshire & the Humber showing an increase of 13.6%.
- 2.19 The total number of UK businesses exporting increased by 1.2% between Quarter 4 2016 and Quarter 4 2017. The number of businesses in Yorkshire & the Humber similarly grew by 1.2% over the same period.
- 2.20 The British Chambers of Commerce Quarterly Economic Survey for Quarter 4 2017 shows that 25% of manufacturers reported improved export sales in the Quarter with 12% of service firms reporting improved export sales, both figures down slightly from the previous Quarter.
- 2.21 The EEF/BDO Manufacturing Outlook for Quarter 1 2018 also shows that global growth continues to support demand for UK exporters with a rise in export orders and an expectation that this will continue into the next Quarter. In particular, the manufacturing sector continues to see Europe as their main source of growth and positive market conditions are reported for Asian and North American markets.

Trade Plan Progress

- 2.22 In March the Trade and Investment team visited Hong Kong to participate in the UK's Great Festival of Innovation as part of the Northern Powerhouse group. The LEP met with and continued to build relationships with the Hong Kong Trade Development Council, Invest HK, the Department for International Trade, and the China policy team in central government. In total, the LEP met over 60 key intermediaries and businesses to discuss trade and inward investment opportunities. Meetings of particular interest included meeting with the Director of the Chamber of Commerce to discuss trade opportunities, the Head of China Outbound Investment at Grant Thornton, and the FinTech Lead at Cyberport to discuss the FinTech Bridge initiative.
- 2.23 A number of new international trade initiatives have been considered, as set out in the Trade and Investment business plan at the last BIG panel. This will include a larger China/Hong Kong delegation to follow up on contacts made on our recent trip, as well as focused initiatives around advanced manufacturing and the region's food and drink sector. These will take place through 2018/19 and provide tangible, direct opportunities for regional businesses to access new markets.

Inward Investment – Performance Update

- 2.24 The team exceeded its target for job creation in 17/18, having secured commitment for 2,519 new jobs, safeguarding 400 jobs and succeeding in

reaching its target of 20 new investment projects this year. There have been four new investments since the last LEP Board report in March, these are as follows:

- Freshfield PLC; two new jobs. Smart technology company setting up a global innovation centre in Leeds.
- Silverstone Building Consultancy; 12 new jobs. Newcastle based consultancy firm launching a Leeds office.
- Reed Smith; 73 new jobs. Major legal firm creating a legal services hub at the Platform building.
- Perform Group; 400 new jobs. Digital sports content and media company expanding into Leeds at White Rose Office Park.

2.25 The team received a total of 88 new enquiries throughout 2017/2018, of which 33 were in Category A which receive higher priority. There was a strong mix of enquiries across our priority sectors, as shown below:

- Digital and Creative Technologies – 26%
- Financial and Professional Services – 24%
- Health and Life Sciences – 14%
- Advanced Manufacturing – 21%
- Other – 15%

2.26 A high profile integrated campaign started in April to emphasise the vibrancy of the digital and creative sector in Leeds City Region. In addition the team is in the final planning stages before launching the new £1m Digital Soft Landing Fund.

2.27 The LEP supported the Creative Cities Convention at Leeds College of Music on 25 April 2018. This event hosted key figures from broadcast media, including representatives from Channel 4, BBC, ITV, Channel 5 and Pact.

2.28 Work to attract Channel 4's national headquarters to Leeds City Region is intensifying. A bidding process is now underway following the announcement that Channel 4 will establish three new creative hubs outside of London.

2.29 A strong effort to attract a high speed rail rolling stock Manufacturer is also underway.

3 Financial Implications

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

4 Legal Implications

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

5 External Consultees

5.1 No external consultations have been undertaken.

6 Recommendations

6.1 The LEP Board is asked to note and endorse the contents of the report.

7 Background Documents

None.

8 Appendices

None.

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

Date: 13 June 2018

Subject: **Employment and Skills Panel update**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Emma Longbottom

1 Purpose of this report

- 1.1 To provide the LEP Board with a report on the work of the Employment and Skills Panel.

2 Information

Employment and Skills Plan Review

- 2.1 As part of the ambition to develop a broader and more radical vision for employment and skills, including stepping back and looking afresh at the skills system to ensure the City Region has the right skills for the future, the Employment and Skills Plan is being refreshed. The starting point for this was a workshop with Employment and Skills Panel (ESP) members which took place on the 21 May. The workshop was based on an open approach around the following issues related to the LEP Board challenges identified in September 2017, set out below, and the expanded policy framework (agreed at the LEP Board). A verbal report of the headline themes discussed will be provided at the meeting.

1. Boosting productivity and innovation
2. Tackling stubborn deprivation and improving living standards (Inclusive Growth)
3. External environment – Brexit / Automation

- 2.2 The next stages of development post workshop are to:

- Develop the key messages/vision identified in the workshop.
- Identify what is possible in terms of practical actions and policy.
- Develop a series of policy statements highlighting proposed actions/policy, what our approach is, supported by evidence.
- Test messages with business groups, skills officers, skills network, Headteachers reference group.

Career Learning Pilot

- 2.3 In autumn 2017, Leeds City Region was one of five areas that were selected by Department for Education (DfE) to be part of the Career Learning Pilot, the outcomes of which will be used to design the National Retraining Scheme. The pilot will run for 18 months from May 2018. A robust evaluation of the pilots will be undertaken by Learning and Work Institute on behalf of DfE.
- 2.4 The intended outcomes of the City Region pilot are to:
- Understand what outreach methods work to engage adults into learning and skills provision. Outreach methods to be tested include:
 - Marketing campaign to raise aspirations and promote adult learning, including call to action to contact NCS
 - Travel and training subsidies
 - Local outreach through Local Authorities
 - Employer engagement, through trade union ULRs and Skills Service
 - Promotion through training providers and FE colleges
 - Increase the number of employed adults accessing NCS support;
 - Encourage the uptake of level 3+ qualifications, through training subsidies and information, advice and guidance.
- 2.5 It is hoped that these intended outcomes will lead to a wider set of outcomes for adults in the region – to:
- Raise aspirations, and awareness of CIAG, for adults, particularly those who work in low wage, low skill sectors and/or are qualified below level 3;
 - Build confidence and a sense of pride in the region;
 - Increase understanding of the opportunities available within the local labour market; and
 - Support career progression of low wage, low skilled adults.

Leeds City Region Employment Hub

- 2.6 Following the release of a European Social Fund open call titled Routeways: Developing Young People on 26 March 2018, the Combined Authority has worked with local authority partners to develop and submit a Full Application for funding. If successful, the contract will be awarded for three years delivery with an anticipated start date of August 2018.
- 2.7 The programme, to be known as the Leeds City Region Employment Hub, will deliver through a 'hub and spoke' model and include:
- Enhanced centralised Careers, Information, Advice and Guidance, marketing and contract management activity;
 - Intensive support of young people 16-24 years old in preparation for employment (including apprenticeships) or further learning.
 - Establishment of local Hubs in six local authority areas (Bradford, Calderdale, Kirklees, Leeds, Wakefield and York) who will provide a

business engagement and talent matching service, particularly in relation to creation of new apprenticeship opportunities.

Apprenticeship Grant for Employers - AGE

- 2.8 Awareness raising and marketing activity to promote the new AGE grant will begin in June 2018, with a full launch and access to the programme from 1 August.
- 2.9 Based on previous applications for the apprenticeship grant, we estimate that the programme will be open for applications for 10-12 months, and will be offered on a first come first served basis, subject to funding availability, with a further three to six months to process the final grant payments.

Raising the Bar on High Level Skills

- 2.10 The Degree Apprenticeship Development Fund 2 programme, overseen by Go Higher West Yorkshire (a partnership of universities and colleges) has now completed its initial phase, with development of a range of degree apprenticeships. The next stage of the programme is to engage businesses and individuals, with delivery starting in September 2018. More information can be found at <https://www.apprenticesgohigher.co.uk/>.

Enterprise Adviser Network

- 2.11 The Leeds City Region Enterprise Advisor Network (EAN) is currently working with 160 secondary schools and colleges and 160 Enterprise Advisers (senior leader from business), to increase the number of quality employer encounters. This supports the Government's ambition, detailed in the Careers Strategy, to ensure that every young person has at least one employer encounter each year they are in education between the ages of 11-18.
- 2.12 In 2017/18 the EAN created:
- 32,868 direct new employer encounters (target 16,000)
 - 6,187 disadvantaged (pupil premium) students had two or more employer encounters (target 6,000)

Futuregoals - careers campaign

- 2.13 A high profile careers campaign (futuregoals) targeted at young people and their key influencers was launched in February 2018, and ran until the end of March. The campaign has been estimated to reach over 900,000 people to date. This includes hits to the microsite www.the-lep.com/futuregoals, which had 5,696 hits during March, the highest of any of the organisations' websites.
- 2.14 Enterprise Coordinators, supported by employers and young apprentices also delivered assemblies and CPD sessions in schools to just under 500 adults, which had an indirect reach to 73,850 young people.

Careers Hubs

- 2.15 As part of the implementation of the Government's Careers Strategy the Careers Enterprise Company (CEC) will pilot 20 new Careers Hubs. These will be integrated into the existing Enterprise Adviser network. Careers Hubs will be a group of schools and colleges (20-40) and will work to deliver all eight Gatsby Benchmarks (the standards for effective careers education in schools) and improve career outcomes for young people.
- 2.16 Following agreement between partners, the Leeds City Region has submitted an application to develop a Careers Hub in Kirklees. Which, if successful, will allow the LEP to run a more focused and targeted programme of activity in a distinct geographic area of need, in conjunction with a network of schools and partners who are fully engaged in the programme.
- 2.17 A review of the evidence showed that Kirklees faces considerable challenges in its economy and labour market with regard to opportunities for young people. In spite of this, schools in the district, as well as the local college, perform relatively well. Therefore, a Careers Hub presents an opportunity to create further positive momentum to move the district forward, building on these relative strengths. Given the criteria that bids will be assessed on, CEC have indicated that they believe Kirklees is a strong prospect for a Careers Hub.

Skills Service

- 2.18 As previously reported, the delivery of the LEP Skills Service will now be undertaken by West Yorkshire Consortium of Colleges through European funding. The new service commences on 1 June 2018 and will be officially launched at the Leeds City Region Skills Network Conference on 12 June.
- 2.19 Providing a unique offer to business the Skills Service will incentivise employers to train their staff through a package of support which builds on good practice and lessons learned, unlocking the potential of the skills system for businesses in Leeds City Region by:
- Matching employer contributions with provision of financial incentives to support the costs of bespoke, accredited & non accredited training grant funding towards the cost of learning for employees.
 - A fully integrated model that aligns with other ESIF/non ESIF funding, products & services to ensure maximum support to employers avoiding displacement & duplication (alignment to Growth Service and Apprenticeship Hubs).
 - A responsive model aggregating employer demand for skills.
 - Specific interventions to support female employees & those who will gain level 3 and as well as employed individuals who are disadvantaged in the workplace.
 - Specific training initiatives to meet large-scale infrastructure capital projects e.g. HS2/Inward Investment. support will only be provided where there is no current support in place for HS2.

3 Financial Implications

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

4 Legal Implications

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

5 External Consultees

5.1 No external consultations have been undertaken.

6 Recommendations

6.1 That the LEP Board note and endorse the contents of the ESP report.

7 Background Documents

None.

8 Appendices

None.

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

Date: 13 June 2018

Subject: **Green Economy Panel update**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Jacqui Warren

1 Purpose of this report

- 1.1 To provide an update on progress against the Green Economy Panel’s major projects and programmes.

2 Information

Energy Accelerator

- 2.1 This is a new innovative project development programme that will offer specialist expertise to over 20 local low carbon energy projects. The West Yorkshire Combined Authority (the Combined Authority) has recently been awarded three million five hundred thousand euros from the European Investment Bank’s (EIB) ELENA technical assistance programme (a fund that provides technical assistance for energy efficiency and renewable energy projects) to establish the Energy Accelerator. Work has commenced procuring the commercial and technical team that will operate the Accelerator.
- 2.2 The table below summarises the major activity and indicative milestones / timescales for the launch of the Accelerator.

Activity	Timescales
1. Sign EIB Contract	Late May 2018
2. Recruitment of 2 Combined Authority staff (1 – Programme Manager and Programme Assistant)	July 2018
3. Procure external Advisors	July 2018
4. Continue to develop the pipeline of projects for support	Ongoing
5. Final approvals through the Combined Authority’s assurance process to establish the Accelerator	End of July 2018

6.EIB and Combined Authority contract comes into force	August 2018
7.Launch	September 2018

Better Homes Yorkshire

- 2.3 This is a City Region wide programme delivering energy efficiency and heating improvements across the City Region's homes. Data measuring performance against key performance indicators for 2017/18 is being collated and verified. This will be reported to a future meeting of the Board.
- 2.4 Improvement works have now commenced through the Leeds City Region Warm Homes project, which launched at the end of December 2017. This is a £2.9 million scheme delivering efficient central heating systems, and often a gas connection to fuel poor households who do not use mains gas as their primary heating fuel. The project was set up in response to a National Grid funding opportunity. Wakefield, Leeds and Barnsley have now submitted bids for development of partnerships with health partners, softer measures (for example advice) and emergency heating, which lend themselves to a local level approach.
- 2.5 As part of the work on our Energy Strategy and Delivery Plan, the evidence in relation to the scale of the fuel poverty problem in the Leeds City Region will be developed further. This will allow future policy and possible interventions to address the issue to be considered.

Resource Efficiency Fund

- 2.6 The Resource Efficiency Fund (REF) offers free expert advice and business support to small and medium sized enterprises (SMEs) to help them to implement energy and water efficiency and waste reduction measures.
- 2.7 Table 1 summarises the most up to date key progress indicators for the Resource Efficiency Fund.

	Last Quarter	Current	Programme Target
Total Business Contacts	280	347	501
Assessments Commissioned	157	188	321
Businesses Supported	94	114	303
Businesses receiving non-financial support	99	112	174
Businesses receiving information, diagnostic and brokerage support	12	45	18
Grants Completed	22	44	129

- 2.8 Overall, businesses supported are at 85 percent of target to date. This is because there are a higher number of businesses which are receiving both non-financial assistance and a grant than expected. There are 90 grant approvals to date.
- 2.9 A project change request is being submitted to the managing authority for ERDF to review the project budget which should result in a small increase in the funding available for grant support.

District Heat Network (DHN) Programme

- 2.10 The DHN Programme continues to support 11 active schemes in the Leeds City Region. These innovative schemes aim to produce heat (and or use waste heat) to create localised heat networks that heat homes and businesses. They can also help reduce carbon emissions and create fair priced energy locally.
- 2.11 Since the last meeting Calderdale Council have been successful in their Heat Network Delivery Unit (HNDU) grant application for funding to develop the outline business case for the Halifax project. Barnsley Council have been successful with their application to HNDU for outline business case funding for the town centre scheme. Kirklees were not successful under this round due to not being sufficiently advanced in their feasibility work.
- 2.12 In addition work had now commenced on the Leeds PIPES (formerly Leeds district heat network led by Leeds City Council). This involves the construction of a four kilometre district heating network plus an energy centre and a heat transfer station, to connect the recycling and energy recovery facility operated by Veolia at Cross Green, to key customers across the city. The network will be wholly owned and operated by Leeds City Council or its subsidiaries. The total cost of the spine project is £21 million, which includes a contribution from the Combined Authority of four million pounds Growth Deal. Leeds City Council has appointed Vital Energi to deliver both the design and build and operations and maintenance elements of the project. The housing project is a £15 million investment and will deliver the infrastructure to homes which will be connected to the network. The beneficiaries of this first phase of development will be West Yorkshire Playhouse, Leeds College of Music and the residents of 1,983 flats in 34 multi-storey blocks owned by the council in the Saxton Gardens, Lincoln Green and Ebor Gardens areas of the city. Modelling suggests that, depending on their property and energy use, tenants will see fuel bills reduce by between 11 and 30 percent around £257 per annum. This will make a significant impact on reducing fuel poverty and carbon emissions.

Green and Blue Infrastructure (GBI) Strategy and Delivery Plan

- 2.13 This work aims to deliver a new regional strategy and delivery plan that aims to create high quality natural/green infrastructure and environments across the City Region including new woodlands, street trees, and open spaces.

- 2.14 Work continues to develop a finalised draft delivery plan. This will bring together relevant partners, collate current and planned actions and identify future interventions. This approach was designed to build and widen ownership and to break the task into manageable (but still connected) components. The draft version of the delivery plan will undergo further consultation with partner councils and the Green Economy Panel and Local Enterprise Partnership Board. It is anticipated that the Strategy and Delivery Plan will be adopted by the Combined Authority later in 2018.

Zero Carbon Energy Strategy and Delivery Plan

- 2.15 The Strategic Economic Plan (SEP) under Pillar three (Energy and Environmental Resilience) sets out the ambition of becoming 'a resilient, zero carbon energy economy by 2036'. To understand how the Combined Authority and the Leeds City Region could achieve the ambition an Energy Strategy and Delivery Plan (ESDP) has been commissioned with support from the Department for Business, Energy and Industrial Strategy (DBEIS). The ESDP is a named delivery plan of the SEP.
- 2.16 A draft version of the Delivery Plan will undergo consultation with partner councils, the Green Economy Panel and Local Enterprise Partnership Board. It is anticipated that a draft of the Strategy and Delivery Plan will be considered and adopted by the Combined Authority later in 2018.

H21

- 2.17 This Northern Gas Network innovative programme aims to convert the gas grid from natural gas (methane) to hydrogen, starting with the Leeds city region and then for conversion to take place incrementally across the country.
- 2.18 Since securing £10m from OFGEM's Gas NIC fund¹, the Northern Gas Network (NGN) have begun field trials to test the safety case for 100 percent hydrogen in the gas network.
- 2.19 A H21 stakeholder meeting is planned to provide a more detailed update on the H21 project to senior decision makers within Leeds City Council, the West Yorkshire Combined Authority and the Tees Valley Combined Authority. The meeting (anticipated to be held in June 2018) will also explore priority issues that Leeds and the Combined Authorities could lend their support to. This may include:
- Making the case for other elements of the hydrogen conversion programme to be based within the regions.
 - Leading the development of the associated conversion skills agenda.
 - Research centre.
 - Demonstration centre

¹ The Gas NIC is an annual opportunity for Gas network companies to compete for funding for the development and demonstration of new technologies, operating and commercial arrangements

- 2.20 NGN have also secured additional funding to identify a field trial site in the City Region and to plan the next phase of safety testing which will be in 'real world' conditions. Additional funding will be required to carry out the field trial testing.

3 Financial Implications

- 3.1 There are no implications associated with this paper.

4 Legal Implications

- 4.1 There are no implications associated with this paper.

5 Staffing Implications

- 5.1 There are no implications associated with this paper.

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That the LEP Board note the progress against the GEP's major projects and programmes.

8 Background Documents

- 8.1 None.

9 Appendices

- 9.1 None.

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

Date: 13 June 2018

Subject: **Land and Assets Panel update**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Judith Furlonger

1 Purpose of this report

- 1.1 To provide the LEP Board with an update on progress of the Panel's (LAP) major projects and programmes.

2 Information

2.1 Leeds City Region Housing Update

A report was presented to the Panel that provided an update on the Combined Authority's strands of housing work and to report progress on:

- Development of a Leeds City Region strategic sites pipeline
- The emerging Leeds City Region Housing Vision Statement.
- A series of meetings with Housing Association (HA) partners across the Leeds City Region exploring closer strategic collaboration.
- The development of a Leeds City Region - Accelerating Housing Delivery Prospectus.

It was recommended that progress on the Combined Authority housing work be noted and that a further report be brought to the July Panel.

2.2 Homes England Investment programme Update

The Panel was presented with a report updating them on Homes England investment to support the City Region ambitions to increase the rate of homes being delivered across all authorities. The report described the remit of the Homes England agency its approach to land supply and relationship management. Details on the national housing budgets were provided with approximately £14 billion available nationally, aimed at raising housing supply by the end of the parliament to 3000,000 homes per year. Details on larger Homes England investments were provided at Wealstun, Seacroft Hospital, Tower works, Leeds, York Central and magistrate's courts in Wakefield and Halifax with the capacity to provide a combined 3,500 homes. An update on

the announcements in February 2018 on the Housing Infrastructure Funding (HIF) - Marginal Viability awards for Wakefield, Leeds, Selby and Barnsley was given with £20m enabling the delivery of approximately 4,000 homes in total with 944 delivered by 2022. The HIF - Forward Funding announcements in March 2018 for York, Wakefield and Leeds / Kirklees, confirmed that these authorities would be entering the co-development stages with the aim of producing robust business cases. The Homes England paper demonstrated the scale of Homes England investment and engagement in the Leeds City Region.

2.3 West Yorkshire textile mills – Feasibility and Investment Framework

An update report was provided for the panel on the next steps in relation to this initiative. The Panel noted the offer of dedicated resources from Historic England and that a Working Group be established including members of the Panel and a Home's England representative. To agree the scope of the work to be considered including place making using historic buildings. A six month progress report was to be brought back to the Panel in October 2018.

2.4 National Planning Policy Framework

The Panel was presented with a report outlining the approach to the National Planning Policy Framework (NPPF) consultation. The NPPF sets out the Governments planning policies for England and how these should be applied and provides a framework within which locally prepared plans can be produced. The Combined Authorities response to the consultation would focus on the strategic aspects and the implications of the proposed policy changes. It was recommended that a full response be prepared in consultation with the City Region Local Planning Authorities to be submitted by the consultation closing date on the 10 May 2018. It was also recommended that the final draft be delegated to the Chair of the Panel for approval.

2.5 One Public Estate (OPE) group Update

The panel was presented with an update report on the outcome of the OPE phase 6 funding allocations to the Combined Authority in December 2017 and March 2018. A total phase 6 allocation was made to the Combined Authority of £320,000 revenue. Supporting the development of projects in Harrogate, Calderdale, Wakefield, Kirklees and the wider city region. In addition the Combined Authority has been allocated £662,125 capital funding from the Land Release Fund (LRF). This will provide capital to unlock small local owned authority sites in Craven, Wakefield, Leeds and Selby with the potential to deliver 103 homes. It was recommended that Arcadis consultants be invited to make a presentation to the next panel on approaches to releasing and developing health authority land in the West Midlands. The ambition is that the OPE be stepped up to engage with the Department of Health and include National Health Service land and assets.

2.6 Review of Work Plan

A copy of the Land and Assets Panel up to April 2018 was presented to the Panel for information and review.

2.7 Governance Changes

A paper was presented to the Panel detailing the extension of the Land and Asset Panels functions to reflect the ambition to 'secure a high quality spatial offer extending to sport and culture'. As set out in item 8 on this agenda, the proposal will be considered by the Combined Authority at its annual meeting in June.

3 Financial Implications

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

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 That the LEP Board note the progress reported to the Panel.

8 Background Documents

8.1 None.

9 Appendices

9.1 None.

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

Date: 13 June 2018

Subject: **Capital Programme Update**

Director: Melanie Corcoran, Director of Delivery

Author(s): Lynn Cooper

1 Purpose of this report

- 1.1 To update the LEP Board on progress made on the implementation of the West Yorkshire Combined Authority's capital programme in 2017/18.

2 Information

- 2.1 At its meeting on 1 February 2018 the Combined Authority agreed a revised forecast capital budget for 2017/18 and a future years' budget to 2020/21. Table 1 below summarises of each of the Combined Authority's capital programmes included forecast outturn for 2017/18 agreed at the Combined Authority meeting on 1 February 2018, outturn figures were revised in quarters 3 and 4, expenditure of 86% has been achieved against this forecast.

Table 1

Capital Funding Programme	Forecast Outturn 2017/18	Expenditure 2017/18	%
Growth Deal (inc West Yorkshire plus Transport Fund)	£100,150,000	£90,532,409	90.4%
Leeds Public Transport Investment Fund (LPTIP)	£2,000,000	£3,378,202	168.9%
Local Transport Plan Integrated Transport Block and National Productivity Investment Fund (NPIF)	£20,025,000	£14,905,315	74.4%
Highways Maintenance Block / Incentive Fund	£28,402,000	£28,795,000	101.4%
Pothole Action Fund	£3,857,000	£1,875,000	48.6%
DFT Cycle City Ambition Grant (CCAG)	£10,547,000	£3,452,245	32.7%
WY Cycling and Walking Fund	£1,019,000	£835,979	82.0%
Ultra Low Emission Vehicles	£180,000	£25,000	13.9%
WY Broadband Programme	£5,936,000	£4,363,628	73.5%
Growing Places Fund	£800,000	£865,298	108.2%
High Speed Rail 2 Growth Strategy (revenue)	£1,079,000	£878,070	81.4%
One Public Estate (revenue)	£385,000	£284,615	73.9%
WYCA Corporate Projects	£440,000	£237,650	54.0%
Total	£174,820,000	£150,428,410	86.0%

Note: High Speed Rail 2 Growth Strategy and One Public Estate are revenue programmes that will no longer be included in this table in future and are not further reported on within this report.

The following provides a summary of performance of each programme.

Growth Deal

- 2.2 Growth Deal target expenditure for 2017/18 was £100.15 million with an acceptable variance level within 10%, the programme achieved spend of £90.5 million (subject to audit). Whilst this spend was within tolerance full spend would have been achieved had the identified contingency payment on the East Leeds Outer Ring Road been possible, however the liquidation of Carillion prevented this. Spend by priority is summarised in Table 2.

Table 2

	Target spend 2017/18	Outturn 2017/18
Priority 1 - Business	£13.52m	£13.16m
Priority 2 - Skills Capital	£29.33m	£25.07m
Priority 3 - Environmental Infrastructure	£8.07m	£3.15m
Priority 4a - Housing and Regeneration	£3.87m	£5.89m
Priority 4b - West Yorkshire plus Transport Fund	£37.46m	£40.86m
Priority 4c - Flood Resilience	£2.00m	£0.32m
Priority 4d - Enterprise Zones	£4.00m	£0.00
Combined Authority Programme Management	£1.90m	£2.08m
Total	£100.15m	£90.53m

- 2.3 The attached Growth Deal dashboard at **Appendix 1** and West Yorkshire plus Transport Fund (the Transport Fund) dashboard at **Appendix 2** detail the final spend and RAG rating of each project.
- 2.4 Work is ongoing to agree the forecast for 2018/19 and partner councils and sponsors have confirmed the information collated on each project is accurate. The final forecast spend is required by the Cities and Local Growth Unit by 30 June 2018.

Growth Deal Performance

- 2.5 The Growth Deal programme is measured against four main output targets: jobs created, jobs safeguarded (through flood resilience), new homes and match funding. Achievement against these targets is monitored quarterly, the outputs achieved to the end of 2017/18 are detailed in Table 3 below.

Table 3

Output	Target	Achieved as at March 2018	%
New jobs	19,595	5,443	27.78%
Jobs safeguarded (flood resilience programme)	11,100	22,000	198.20%
Houses*	2,300	254	11.04%
Public / private investment (match funding)	£1,031,000,000	£342,402,027	33.21%

*Note: Planning permission has been obtained for a further 830 houses directly and 1,971 indirectly arising through Priority 4a Housing and Regeneration projects, with a further 834 new homes currently in construction / planned around the Wakefield Eastern Relief Road

2.6 The Growth Deal is now half way through its six year programme period expenditure to date totals £213 million, 41% of the total programme of £516.35 million. Achievement of outputs generally occurs after project completion, this is reflected in the dates for achievement, all expenditure must be achieved by March 2021, whereas outputs can be achieved over a longer term and can continue to be reported until March 2025.

2.7 Outputs are achieved by individual projects but the programme level outputs are not the sum of those at project level, the programme level targets are much lower. It is therefore expected by Government that the programme would significantly over achieve against the targets detailed above. The projects are also monitored against a longer list of outputs, some other achievements of the programme to date include:

- 5.5 km of new road constructed
- 46,505 m² of new or improved learning / training floorspace
- 1,032 m² of training floorspace rationalised
- 611 enterprises receiving grant support

2.8 Table 3 represents outputs created to March 2018. Activity is currently ongoing to ensure all projects accurately collate, evidence and report on outputs.

Project Progress

2.9 Projects within the Growth Deal are currently RAG rated based on three criteria agreed by the Investment Committee at its meeting on 16 June 2017:

- % forecast outturn against annual allocation
- % actual expenditure against quarterly spend profile
- risk of not achieving full expenditure of annual allocation (this will take in to consideration the amount of annual allocation included in the final quarter as expenditure heavily weighted in the last quarter of the year represents a significant risk of underspend)

These criteria do not necessarily reflect project performance but focus on the effect of the project spend and how this impacts on the performance of the Growth Deal programme. The RAG rating criteria are currently being

reviewed and revised proposals will be brought forward for consideration at a future meeting.

2.10 The projects RAG rated as red are detailed below:

- **West Yorkshire + Transport Projects**
A number of transport projects underspent in the final quarter of the year, these have been RAG rated red but as progress on these projects is generally on track and they will spend in 2018/19 they are likely to be de-escalated in the first quarter. The projects are: Wakefield City Centre Package Phase 1 Kirkgate, Leeds ELOR North Leeds Outer Ring Road and A629 Phase 1b (underspend related to land acquisitions coming forwards later than forecast).
- **Leeds Station Gateway – New Station Street**
Issues with the final design have now been addressed and a change request is currently being processed to revise scheme timescales. If the change request is agreed the project will be de-escalated. The new timetable for the project expects enabling works to commence in October 2018 and works to start in January 2019.
- **Harrogate Road / New Line**
The public inquiry for this project has been set for 6 November 2018.
- **Leeds College of Building**
As expected the final spend figure on this project was £2.79 million, underspend against forecast of £5.10 million. The majority of expenditure on the project will now take place in 2018/19. As the project is now on track it is likely to be de-escalated in quarter 1.
- **York Guildhall**
York Council has agreed not to progress to stage 2 of the contract due to the contractors costs coming in higher than the project budget of £9 million. The Council is now considering options including scaling back the original proposals.
- **Bradford Forster Square**
This project is red rated due to delays its progression to outline and full business case. Bradford Council is currently in the process of appointing resources to take this project forward through a design and build process. The full business case will be progressed as soon as the design and build arrangements have been finalised.

Leeds Public Transport Investment Fund (LPTIP)

2.11 The LPTIP programme achieved spend higher than forecast but it is at an early stage and despite progress being good, most of the schemes have just commenced development, major items of expenditure will not come through until the programme is further into delivery.

- 2.12 Progress in the past 12 months includes establishment of the programme board and employment of support staff both at Leeds City Council and the Combined Authority. Funding for individual projects totalling £15.3 million has been approved through the assurance process. In order to support this package boards have been established and initial development budgets agreed. In particular good progress has been made on the Realtime project with screens on order and contracts for installation being procured. Activity on new rail stations includes the appointment of the design team, who have submitted the strategic outline business case to the Department for Transport (DfT) for comment and approval.

Local Transport Capital

- 2.13 The Local Transport Capital Programme in 2017/18 includes five funding streams: Highways Maintenance Block, Highways Incentive Fund, Pothole Fund, Local Transport Plan Integrated Transport Block and National Productivity Investment Fund. Progress on these programmes is as follows:

- **Highways Maintenance Block / Incentive Fund and Pothole Action Fund** are paid to the Combined Authority and then shared between the West Yorkshire partner councils based on the DfT formula. Any underspend in a financial year is carried forward into the following financial year.

Monitoring of these programmes is undertaken to review of expenditure against allocation. Expenditure is monitored quarterly and reported to a meeting of the Chief Highways Officers, action would only be required if significant underspend occurred. At year end each partner council is required certify expenditure for the year, the Combined Authority then confirms this total spend on the three programmes to the DfT.

- **Local Transport Plan Integrated Transport Block (LTP) and National Productivity Investment Fund (NPIF)** are delivered through the Local Transport Plan Implementation Plan 3 which is the first of the five year implementation plans (2017/18 until 2021/22) that are proposed to deliver the West Yorkshire Transport Strategy 2040. A detailed programme has been identified for two years with indicative allocations for the remaining three. This includes allocated funding to individual projects and programmes.

The 2017/18 financial year is the first year of the five year Implementation Plan, the attached dashboard (**Appendix 3**) provides a breakdown of the initial allocation for 2017/18 and 2018/19 as well as the expenditure by each partner council and on each Combined Authority project (as agreed by the Transport Committee at its meeting on 24 February 2017).

Expenditure against target has achieved 36% of the two year allocation. This represents good progress as many projects are currently at development stage with the majority of spend forecast for 2018/19.

Other Transport Funding

2.14 Progress on the remaining transport programmes is as follows:

- **DfT Cycle City Ambition Fund**
This programme underspent against expected outturn for various reasons. In particular a number of new projects were in development but there was concern that the funding available was insufficient to fund all identified projects. The programme undertook a prioritisation exercise to determine those projects that would be delivered through the funding available. During this time project spend was put on hold. This review was carried out through the Transport Committee approvals process. Additional action was required in order to refine the programme. There were then delays in scheme design, procurement processes and finalising of grant agreements. There was also a delay to spend on the Leeds City Centre project due to the liquidation of Carillion (the appointed contractor); Leeds have now re-mobilised with a new contractor so expenditure on the project will now continue.
- **WY Cycling and Walking Fund**
Progress on this programme has been slower than expected due to procurement and legal issues which meant that some of the projects commenced later on the ground than anticipated. The period required to finalise tender invites and progress to advert stage was longer than anticipated. There was a similar situation with finalising the agreement for Community Grants with the proposed template requiring a last-minute review and a revised version put in place. In August 2017 a six month extension was agreed to the programme to allow for successful delivery of the outputs. In January 2018, a further £640,000 was offered which allowed further extension to allow completion of spend. Therefore whilst there is underspend in 2017/18 the programme is expected to be fully complete by January 2019 in accordance with the revised timetable.
- **Ultra Low Emission Vehicles**
In 2017/18 priority was given to resourcing of other Combined Authority programmes therefore activity commenced later than expected. Activity will catch up in 2018/19 as will spend and is forecasted as such.

Other Economic Development Funding

2.15 The WY Broadband programme has achieved 73.5% of forecast outturn. The programme is ahead of schedule on providing access to fibre broadband to commercial & residential premises, payments to the contractor (BT Openreach) are behind schedule due to a number of technical issues which impact on the achievement of superfast speeds for premises in the current deployment plan. Discussion is ongoing with Openreach to resolve these issues and to get the programme back on track.

Notwithstanding the above, through the Superfast Programme from 2013 to the end of March 2018 an additional 90,517 premises have access to

superfast speeds of at least 24 Mbps. 30,309 of these premises have been delivered under the current contract, which began in 2015.

- 2.16 The Leeds City Region Enterprise Partnership (LEP) **Growing Places Fund** provides loan funding to kick-start stalled development or infrastructure projects that will create homes, jobs and other economic benefits in Leeds City Region. The initial £35.5 million investment was provided by Government in 2012, specifically to invest through loans in development schemes that are unable to proceed due to a lack of commercial finance. During the 2017/18 financial year one loan £800,000 was advanced to a company to enable the food grade fit out of a purpose built milk processing plant for school milk and to add two new production lines to use surplus milk in flavoured and sterilised milk products.

3 Financial Implications

- 3.1 Financial implications are set out within the report.

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That the LEP Board notes the progress made in implementing the Combined Authority Capital Programme.

8 Background Documents

- 8.1 None.

9 Appendices

Appendix 1 – Growth Deal Dashboard

Appendix 2 – West Yorkshire plus Transport Fund Dashboard

Appendix 3 – Local Transport Capital Dashboard

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Growth Deal dashboard

Outturn 2017/18 as at April 2018

2017/18	£100,154,776	2017/18	£90,532,441
Target		Total Outturn	

Project name	District	Project responsibility	Approved budget	Previous years spend		In-year spend and RAG rating (2017/18)			Future forecast spend			TOTAL spend (actual + forecast)
		Senior Responsible Officer		2015/16	2016/17	Agreed Annual Forecast	Outturn to date (March 2018)	RAG rating	2018/19	2019/20	2020/21	
Business Growth Programme	City Region	Sue Cooke	£27,000,000	£6,660,742	£8,327,992	£3,001,516	£3,913,816	GREEN	£2,537,861	£2,779,800	£2,779,790	£27,000,000
Access to Capital Grants Programme	City Region	Sue Cooke	£15,700,000	£0	£1,513,095	£1,671,020	£4,964,840	GREEN	£3,036,191	£3,092,897	£3,092,977	£15,700,000
Huddersfield Incubation & Innovation Programme	Kirklees	Liz Townes-Andrews	£2,922,000	£0	£0	£2,983,986	£2,922,000	GREEN	£0	£0	£0	£2,922,000
Leeds University Innovation Centre	Leeds	Ceri Williams	£3,000,000	£0	£2,416,585	£613,415	£583,415	GREEN	£0	£0	£0	£3,000,000
Business Expansion Fund - Strategic Inward Investment Fund	City Region	Sue Cooke	£12,450,000	£0	£0	£5,250,000	£758,457	AMBER	£944,876	£5,360,260	£5,386,407	£12,450,000
Business Expansion Fund - Digital Sector Soft Landing Scheme	City Region	Sue Cooke	£1,000,000	£0	£0	£0	£16,831	GREEN	£159,532	£411,756	£411,881	£1,000,000
Priority 1: Growing Business			£62,072,000	£6,660,742	£12,257,672	£13,519,937	£13,159,358		£6,678,460	£11,644,713	£11,671,055	£62,072,000
ShIPLEY College Mill	Bradford	Nav Chohan	£119,000	£119,000	£0	£0	£0	COMPLETE	£0	£0	£0	£119,000
Leeds City College Printworks	Leeds	Jane Pither/Lydia Devenny	£8,998,358	£933,800	£7,794,608	£270,167	£269,950	COMPLETE	£0	£0	£0	£8,998,358
Calderdale College	Calderdale	Denise Cheng Carter	£4,977,000	£2,000,000	£2,977,000	£0	£0	COMPLETE	£0	£0	£0	£4,977,000
Kirklees College	Kirklees	Ian Webster	£3,100,996	£3,000,996	£100,001	£0	£0	COMPLETE	£0	£0	£0	£3,100,997
Wakefield College	Wakefield	John Foster	£3,327,000	£0	£3,327,133	£0	£0	COMPLETE	£0	£0	£0	£3,327,133
Selby College	Selby	Liz Ridley	£693,748	£0	£693,748	£0	£0	COMPLETE	£0	£0	£0	£693,748
ShIPLEY College Salt Building	Bradford	Nav Chohan	£300,000	£0	£300,000	£0	£0	COMPLETE	£0	£0	£0	£300,000
Bradford College	Bradford	Andy Welsh	£250,000	£0	£250,000	£0	£0	COMPLETE	£0	£0	£0	£250,000
Leeds College of Building	Leeds	Ian Bilyard	£14,000,000	£0	£1,263,639	£7,886,362	£2,786,030	RED	£7,850,332	£0	£0	£11,900,000
Leeds City College Quarry Hill	Leeds	Jane Pither/Lydia Devenny	£33,400,000	£0	£10,045,152	£14,774,848	£15,585,878	AMBER	£5,764,970	£2,004,000	£0	£33,400,000
Dewsbury Learning Quarter	Kirklees	Ian Webster	£15,121,218	£0	£3,367,457	£6,396,761	£6,429,128	AMBER	£0	£657,524	£667,110	£11,121,218
Priority 2: Skilled People, Better Jobs			£84,287,320	£6,053,796	£30,118,737	£29,328,138	£25,070,985		£13,615,302	£2,661,524	£667,110	£78,187,454
Resource Efficiency Fund	City Region	Sue Cooke	£720,000	£0	£0	£323,721	£293,355	GREEN	£322,742	£103,903	£0	£720,000
Energy Accelerator	City Region	Jacqui Warren	£820,000	£165,992	£0	£490,986	£0	AMBER	£261,603	£196,202	£196,203	£820,001
Leeds District Heat Network	Leeds	Neil Evans	£4,000,000	£0	£0	£4,867,923	£0	AMBER	£0	£4,000,000	£0	£4,000,000
Tackling Fuel Poverty	City Region	Liz Courtney	£6,000,000	£0	£781,414	£2,392,200	£2,857,882	GREEN	£1,597,800	£762,904	£0	£6,000,000
Priority 3: Clean Energy and Economic Resilience			£11,540,000	£165,992	£781,414	£8,074,830	£3,151,237		£2,182,145	£5,063,009	£196,203	£11,540,001
East Leeds Housing Growth - Red Hall	Leeds	Martin Farrington	£4,000,000	£2,000,000	£2,000,000	£0	£0	N/A	£0	£0	£0	£4,000,000
East Leeds Housing Growth - Brownfield Sites	Leeds	Martin Farrington	£1,100,000	£0	£1,100,000	£0	£0	N/A	£0	£0	£0	£1,100,000
One, City Park, Bradford	Bradford	Steve Hartley	£5,200,000	£400,000	£0	£0	£0	N/A	£0	£500,000	£4,300,000	£5,200,000
Barnsley Town Centre	Barnsley	David Shepherd	£1,757,000	£1,757,000	£0	£0	£0	N/A	£0	£0	£0	£1,757,000
Kirklees Housing sites	Kirklees	Naz Parker	£1,000,000	£200,000	£205,000	£104,000	£104,000	GREEN	£191,000	£300,000	£0	£1,000,000
Bath Road, Leeds	Leeds	Martin Farrington	£575,000	£575,000	£0	£0	£0	N/A	£0	£0	£0	£575,000
Bradford Odeon	Bradford	Steve Hartley	£325,000	£0	£0	£0	£0	N/A	£325,000	£0	£0	£325,000
Forge Lane, Kirklees	Kirklees	Paul Kemp	£4,620,000	£0	£0	£0	£0	N/A	£720,000	£2,400,000	£1,500,000	£4,620,000
York Central	York	Neil Ferris	£2,550,000	£0	£1,421,500	£1,128,500	£1,128,500	GREEN	£0	£0	£0	£2,550,000
Wakefield Civic Quarter	Wakefield	Andy Wallhead	£1,100,000	£0	£0	£1,085,000	£1,055,737	GREEN	£5,000	£0	£0	£1,060,737
York Guildhall	York	Neil Ferris	£2,347,500	£0	£791,500	£1,556,000	£603,000	RED	£250,000	£703,000	£0	£2,347,500
New Bolton Woods	Bradford	Shelagh O'Neill	£3,600,000	£0	£0	£0	£3,000,000	GREEN	£0	£600,000	£0	£3,600,000
Beech Hill, Halifax	Calderdale	Mark Thompson	pipeline	£0	£0	£0	£0	N/A	£504,833	£495,167	£0	£1,000,000
Halifax Town Centre (Northgate House)	Calderdale	Mark Thompson	pipeline	£300,000	£0	£0	£0	N/A	£1,000,000	£0	£0	£1,300,000
Balance of available funding			pipeline	£0	£0	£0	£0	N/A	£5,220,000	£0	£873,135	£6,093,135
Priority 4a: Housing and Regeneration			£28,174,500	£5,232,000	£5,518,000	£3,873,500	£5,891,238		£8,215,833	£4,998,167	£6,673,135	£36,528,372
Transport		various	£122,225,746	£19,594,417	£27,573,527	£37,458,371	£40,862,891	N/A	£60,551,254	£120,503,482	£133,845,919	£402,931,490
Priority 4b: Pipeline			pipeline	£0	£0	£0	£0	N/A	£3,650,000	£0	£0	£3,650,000
Borrowing										£34,294,821	£91,386,669	£125,881,490
Priority 4b: Transport			£122,225,746	£19,594,417	£27,573,527	£37,458,371	£40,862,891		£64,201,254	£86,208,661	£42,459,250	£280,900,000
Mytholmroyd Flood Alleviation (GD3)	Calderdale	Adrian Gill	£2,500,000	£0	£2,500,000	£0	£0	GREEN	£0	£0	£0	£2,500,000
Leeds Flood Alleviation (GD3)	Leeds	Martin Farrington	£3,786,981	£0	£3,786,981	£0	£0	COMPLETE	£0	£0	£0	£3,786,981
Skipton Flood Alleviation (GD3)	Craven	Adrian Gill	£1,500,000	£0	£1,500,000	£0	£0	COMPLETE	£0	£0	£0	£1,500,000
Natural Flood Management - Colne & Calder	Kirklees	Craig Best	£45,000	£0	£0	£0	£0		£336,000	£578,000	£386,000	£1,300,000
Natural Flood Management - Upper Aire	Craven	Nick Simms	pipeline	£0	£0	£0	£0		£0	£400,000	£0	£400,000
Wyke Beck Valley - Phase 1	Leeds	Adam Brannen	£975,000	£0	£0	£0	£317,652		£657,348	£0	£0	£975,000
Wyke Beck Valley - Phase 2	Leeds	Adam Brannen	pipeline	£0	£0	£0	£0		£1,625,000	£0	£0	£1,625,000
Priority 4c: Pipeline	TBC	Adrian Gill	pipeline	£0	£0	£2,000,000	£0	AMBER	£0	£2,949,019	£4,942,498	£7,891,517
Priority 4c: Flood Resilience			£8,806,981	£0	£7,786,981	£2,000,000	£317,652		£2,618,348	£3,927,019	£5,328,498	£19,978,498
Leeds Aire Valley EZ	Leeds	Martin Farrington	pipeline			£4,000,000	£0	AMBER	£1,500,000	£2,900,000	£0	£4,400,000
LCR EZs M62 sites	LCR	David Walmsley	pipeline				£0	AMBER	£1,000,000	£4,000,000	£10,600,000	£15,600,000
Priority 4d: Enterprise Zones						£4,000,000	£0		£2,500,000	£6,900,000	£10,600,000	£20,000,000
WYCA Delivery costs				£314,131	£750,465	£1,900,000	£2,079,080	N/A	£2,000,000	£2,000,000	£0	£7,143,675
Total Growth Deal expenditure			£317,106,547	£38,021,077	£84,786,796	£100,154,776	£90,532,441		£102,011,341	£123,403,093	£77,595,251	£516,350,000

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West Yorkshire Transport Fund pipeline

Outturn 2017/18: as at April 2018

2017/18	£34,334,918	2017/18	£40,862,891
Target		Outturn	

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Project name	Project responsibility Senior Responsible Officer	Category	Previous years spend			In-year spend and RAG rating (2017/18) Outturn	RAG rating	Future forecast spend			TOTAL spend (actual + forecast)	
			Approved	Prior Years	2015/16			2016/17	2018/19	2019/20		2020/21
Transport Delivery Cost												
Priority 4b (WTTTF) WYCA Delivery Costs	Melanie Corcoran	Development		0	1,654,577	1,652,280	-48,624	GREEN	1,377,675	1,530,717	1,900,000	8,066,625
Transport projects Complete												
Wakefield Eastern Relief Road	Neil Rodgers	Development	37,593,000	0	0	0	0	Complete	0	0	0	0
		Delivery	0	0	15,284,765	14,435,236	5,538,685		13,000	0	0	35,271,686
Rail Parking Package - South Elmsall	Melanie Corcoran	Development	670,000	0	0	120,000	0	Complete	0	0	0	120,000
		Delivery	0	0	0	0	484,604		5,000	0	0	489,604
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R	Gary Bartlett	Development	9,597,000	0	277,672	245,500	310,000	Complete	0	0	0	833,172
		Delivery	0	0	0	5,459,649	2,314,234		190,000	0	0	7,963,883
Rail Parking Programme - Fitzwilliam	Neil Rodgers	Development	687,000				0	Complete		0	0	0
		Delivery					445,073			0	0	445,073
Transport projects at Stage 3 that are in delivery in 2017/18												
A629 Phase 1a: Jubilee Road to Free School Lane & monitoring	Mark Thompson	Development	8,354,954	302,000	160,000	1,442,043	1,436,702	GREEN	0	0	0	3,340,745
		Delivery		0	0	0	3,086,550		1,655,348	0	0	4,741,898
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rodgers	Development	5,556,000	0	72,878	76,972	26,000	RED	0	0	0	175,850
		Delivery		0	0	0	3,720,336		1,732,691	0	0	5,453,027
Rail Parking Package - Hebden Bridge	Melanie Corcoran	Development		0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	14,000		631,000	0	0	645,000
York Northern Outer Ring Road - Phase 1	Neil Ferris	Development	3,600,000	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	3,000,000		565,000	35,000	0	3,600,000
Transport projects at Stage 2 that will commence 2018/19												
Leeds Station Gateway - New station Street	Liz Hunter	Development	166,037	0	0	0	103,144	RED	18,222	0	0	121,366
		Delivery		0	0	0	0		1,875,630	0	0	1,875,630
UTMC (formerly HNEP)	Richard Hadfield (Kirklees)	Development	450,000	0	0	29,011	149,048	AMBER	70,000	0	0	248,059
		Delivery		0	0	0	0		400,000	200,000	0	600,000
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	Development	25,865,000	0	929,199	1,554,106	2,095,867	RED	1,000,000	1,000,000	750,000	7,329,172
		Delivery		0	0	0	7,370,828		11,198,734	25,131,500	31,431,500	75,132,562
Rail Parking Package - Mytholmroyd	Melanie Corcoran	Development		0	0	0	0	GREEN	0	0	0	0
		Delivery		0	0	0	0		1,040,000	2,600,000	0	3,640,000
Rail Parking Package - Shipley	Melanie Corcoran	Development		0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0		0	2,500,000	0	2,500,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	Development		0	0	0	0	AMBER	0	0	0	0
		Delivery		0	0	0	0		0	2,500,000	0	2,500,000
Rail Parking Package - Mirfield (A)	Melanie Corcoran	Development		0	0	0	0	GREEN	0	0	0	0
		Delivery		0	0	0	0		298,863	0	10,000	308,863
Rail Parking Package - Normanton	Melanie Corcoran	Development		0	0	0	0	GREEN	0	0	0	0
		Delivery		0	0	0	0		340,000	1,000,000	0	1,340,000
Rail Parking Package - Garforth	Melanie Corcoran	Development	45,000	0	0	0	0	GREEN	45,000	0	0	45,000
		Delivery	0	0	0	0	0		395,000	430,000	0	825,000
LCR Inclusive Growth Corridor Plans	Liz Hunter	Development	2,395,000	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0		0	0	0	0
NE Calderdale Transformational Programme Study	Steven Lee	Development	400,000	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0		0	0	0	0
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	Development	1,142,000	140,000	137,628	301,133	1,005,841	AMBER	125,706	0	0	1,710,308
		Delivery		0	0	0	0		2,178,303	5,059,069	10,000	7,247,372
A629 Phase 1b: Elland Wood Bottom to Jubilee Road	Mark Thomson	Development	5,670,394	0	169,994	198,719	611,800	RED	1,111,079	0	0	2,091,592
		Delivery	0	0	0	0	0		8,552,565	5,340,349	0	13,892,914
A629 Phase 2: Phase 2a, 2b and 2c	Mark Thomson	Development	3,016,000	340,000	44,591	280,192	1,232,314	AMBER	1,105,865	0	0	3,002,962
		Delivery	0	0	0	0	0		1,195,448	0	0	1,195,448
A653 Leeds to Dewsbury Corridor (M2D2L)	Simon Taylor	Development	210,000	80,000	0	59,261	30,614	AMBER	36,000	0	0	205,875
		Delivery	0	0	0	0	0		0	0	0	0
A65-LBIA Link Road	Gary Bartlett	Development	810,000	210,000	8,688	266,812	365,849	AMBER	41,349	0	0	892,698
		Delivery	0	0	0	0	0		0	0	0	0
Castleford Station Gateway	Kate Thompson	Development	338,000	0	0	20,329	20,598	GREEN	266,083	0	0	307,010
		Delivery	0	0	0	0	0		1,485,000	1,485,000	730,000	3,700,000
Glasshoughton Southern Link Road	Neil Rodgers	Development	723,000	0	80,000	0	441,103	GREEN	121,545	0	0	642,648

West Yorkshire Transport Fund pipeline

Outturn 2017/18: as at April 2018

2017/18	£34,334,918	2017/18	£40,862,891
Target		Outturn	

Project name	Project responsibility Senior Responsible Officer	Category	Previous years spend			In-year spend and RAG rating (2017/18) Outturn	RAG rating	Future forecast spend			TOTAL spend (actual + forecast)	
			Approved	Prior Years	2015/16			2016/17	2018/19	2019/20		2020/21
		Delivery	0	0	0	0	GREEN	280,000	3,192,000	2,824,114	6,296,114	
Castleford Growth Corridor Scheme	Neil Rodgers	Development	200,000	0	67,000	73,917	18,203	AMBER	59,083	0	0	218,203
		Delivery	0	0	0	0	0	AMBER	850,000	2,000,000	8,990,000	11,840,000
CIP - Phase 1 - Leeds Fink Hill	Gary Bartlett	Development	115,000	0	0	0	105,529	GREEN	9,471	0	0	115,000
		Delivery	0	0	0	0	0	GREEN	100,000	734,985	0	834,985
CIP - Phase 1 - Leeds Dawsons Corner	Gary Bartlett	Development	1,008,000	0	0	0	243,698	AMBER	764,302	0	0	1,008,000
		Delivery	0	0	0	0	0	AMBER	910,000	6,205,000	5,876,000	12,991,000
CIP - Phase 1 - Kirklees Holmfirth Town Centre	Simon Taylor	Development	250,000	0	0	0	99,358	GREEN	125,000	0	0	224,358
		Delivery	0	0	0	0	0	GREEN	200,000	500,000	3,800,000	4,500,000
CIP - Phase 1 - Kirklees A62 Smart Corridor	Simon Taylor	Development	250,000	0	0	0	131,464	GREEN	120,408	0	0	251,872
		Delivery	0	0	0	0	0	GREEN	100,000	6,750,000	0	6,850,000
CIP - Phase 1 - Bradford A6177 ORR/Thornton Road	Julian Jackson	Development	225,000	0	0	0	101,915	GREEN	123,085	0	0	225,000
		Delivery	0	0	0	0	0	GREEN	0	6,847,000	1,225,000	8,072,000
CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	Julian Jackson	Development	180,000	0	0	0	29,472	AMBER	0	0	0	29,472
		Delivery	0	0	0	0	0	AMBER	650,000	1,850,000	410,000	2,910,000
CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road	Julian Jackson	Development	0	0	0	0	67,904	GREEN	116,980	0	0	184,884
		Delivery	0	0	0	0	0	GREEN	0	1,585,000	320,000	1,905,000
CIP - Phase 1 - Wakefield A650 Newton Bar	Neil Rodgers	Development	75,000	0	0	0	39,259	GREEN	35,741	0	0	75,000
		Delivery	0	0	0	0	0	GREEN	45,000	2,474,680	1,508,680	4,028,360
CIP - Phase 1 - Wakefield Owl Lane	Neil Rodgers	Development	75,000	0	0	0	5,516	GREEN	69,484	0	0	75,000
		Delivery	0	0	0	0	0	GREEN	0	1,920,557	430,000	2,350,557
Rail Park and Ride (Phase 1) Programme	Melanie Corcoran	Development	1,161,306	58,908	108,336	409,181	395,796	AMBER	0	0	0	972,221
		Delivery	0	0	0	0	0	AMBER	160,000	0	0	160,000
York Central Access	Neil Ferris	Development	2,100,000	0	0	0	413,137	AMBER	1,070,000	0	0	1,483,137
		Delivery	0	0	0	0	0	AMBER	931,462	15,692,000	17,016,812	33,640,274
York Northern Outer Ring Road	Neil Ferris	Development	2,448,000	0	0	0	824,891	AMBER	840,489	463,047	214,557	2,342,984
		Delivery	0	0	0	0	0	AMBER	4,738,071	8,980,311	12,410,788	26,129,170
Transport projects at Stage 2 that will commence post 2018/19												
Rail Parking Package - Knottingley	Melanie Corcoran	Development	474,259	0	0	0	0	AMBER	0	0	0	0
		Delivery	0	0	0	0	0	AMBER	1,474,000	0	0	1,474,000
Bradford Interchange Station Gateway - Phase 1	Julian Jackson	Development	180,000	0	25,000	20,838	131,395	AMBER	16,605	0	0	193,838
		Delivery	0	0	0	0	0	AMBER	0	0	0	0
Bradford Interchange Station Gateway - Phase 2	Julian Jackson	Development	512,000	0	0	0	6,279	GREEN	360,210	145,511	0	512,000
		Delivery	0	0	0	0	0	GREEN	0	0	0	0
Bradford FS Station Gateway	Julian Jackson	Development	3,885,314	0	20,000	116,717	123,040	RED	1,107,145	1,364,907	0	2,731,809
		Delivery	0	0	0	0	0	RED	0	0	6,000,000	6,000,000
A650 Tong Street	Julian Jackson	Development	185,000	50,000	0	21,038	83,777	AMBER	10,816	0	0	165,631
		Delivery	0	0	0	0	0	AMBER	0	0	3,324,211	3,324,211
SE Bradford Access Rd	Julian Jackson	Development	91,000	0	0	0	56,041	GREEN	42,177	0	0	98,218
		Delivery	0	0	0	0	0	GREEN	0	0	0	0
Bradford to Shipley Corridor	Julian Jackson	Development	1,597,000	0	30,000	5,011	524,541	AMBER	897,000	140,948	0	1,597,500
		Delivery	0	0	0	0	0	AMBER	0	665,000	4,996,000	5,661,000
Harrogate Road / New Line	Julian Jackson	Development	1,300,000	0	146,399	15,601	1,213,153	RED	0	0	0	1,375,153
		Delivery	0	0	0	0	0	RED	0	1,871,790	1,732,740	3,604,530
Halifax Station Gateway	Mark Thomson	Development	315,000	5,000	156,738	44,171	63,055	GREEN	0	0	0	268,964
		Delivery	0	0	0	0	0	GREEN	0	0	0	0
A641 Bradford - Huddersfield Corridor	Mark Thomson	Development	730,000	0	0	60,829	68,572	AMBER	0	0	0	129,401
		Delivery	0	0	0	0	0	AMBER	0	0	0	0
A629 Phase 4: Ainley Top	Mark Thomson	Development	645,000	0	0	51,736	62,724	AMBER	388,839	0	0	503,299
		Delivery	0	0	0	0	0	AMBER	0	0	0	0
Huddersfield Station Gateway	Simon Taylor	Development	79,886	0	27,615	22,385	2,630	AMBER	0	0	0	52,630
		Delivery	0	0	0	0	0	AMBER	0	0	0	0
M62 Junction 24a	Simon Taylor	Development	70,000	0	0	12,976	31,370	AMBER	15,500	0	0	59,846
		Delivery	0	0	0	0	0	AMBER	0	0	0	0
A629 Phase 5 - Ainley Top into Huddersfield	Simon Taylor	Development	302,000	0	52,000	48,000	250,762	GREEN	0	0	0	350,762
		Delivery	0	0	0	0	0	GREEN	0	0	0	0

West Yorkshire Transport Fund pipeline

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Target		Outturn	

Project name	Project responsibility		Previous years spend				In-year spend and RAG rating (2017/18)	RAG rating	Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer	Category	Approved	Prior Years	2015/16	2016/17			Outturn	2018/19	2019/20	
A62 and A644 Corridors incorporating Cooper bridge	Simon Taylor	Development	750,000	375,000	110,000	15,000	516,735	AMBER	0	0	0	1,016,735
		Delivery	0	0	0	0	0		0	0	0	0
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	Development	400,000	0	0	54,468	117,583	GREEN	203,860	0	0	375,911
		Delivery	0	0	0	0	0		0	0	0	0
Thorpe Park Station	Liz Hunter	Development	500,000	0	0	3,382	184,675	GREEN	156,998	0	0	345,055
		Delivery	0	0	0	0	0		0	0	10,000,000	10,000,000
A6110 Leeds Outer Ring Rd	Gary Bartlett	Development	268,000	0	0	0	4,271	AMBER	99,000	0	0	103,271
		Delivery	0	0	0	0	0		0	0	0	0
Leeds City Centre Network and Interchange Package	Gary Bartlett	Development	3,455,000	319,000	31,337	278,000	468,289	AMBER	643,000	1,709,711	309,252	3,758,589
		Delivery	0	0	0	0	0		0	0	5,340,672	5,340,672
Wakefield City Centre Package Phase 2 Ings Road	Neil Rodgers	Development	270,000	0	0	0	30,379	GREEN	239,621	0	0	270,000
		Delivery	0	0	0	0	0		0	1,540,000	1,477,593	3,017,593
CIP - Phase 1 - Leeds Dyneley Arms	Gary Bartlett	Development	402,000	0	0	0	127,438	GREEN	277,000	0	0	404,438
		Delivery	0	0	0	0	0		388,600	1,109,400	6,000,000	7,498,000
CIP - Phase 1 - Kirklees Huddersfield Southern Gateways	Simon Taylor	Development	300,000	0	0	0	167,206	GREEN	116,441	0	0	283,647
		Delivery	0	0	0	0	0		0	0	0	0
CIP - Phase 1 - Calderdale A58/A672 Corridor	Mark Thompson	Development	235,000	0	0	0	72,193	AMBER	94,190	0	0	166,383
		Delivery	0	0	0	0	0		0	0	0	0
CIP - Phase 1 - Calderdale A646/A6033 Corridor	Mark Thompson	Development	195,000	0	0	0	62,382	AMBER	80,744	0	0	143,126
		Delivery	0	0	0	0	0		0	0	0	0
Rail Park and Ride (Phase 2) Programme	Melanie Corcoran	Development	138,000	0	0	137,997	0	AMBER	0	0	0	137,997
		Delivery	0	0	0	0	0		0	0	0	0
Rail Park & Ride (Phase 2) - Apperley Bridge	Melanie Corcoran	Development	113,100	0	0	0	0	AMBER	113,000	0	0	113,000
		Delivery	0	0	0	0	0		110,000	350,000	650,000	1,110,000
Rail Park & Ride (Phase 2) - Guiseley	Melanie Corcoran	Development	143,000	0	0	0	0	AMBER	143,000	0	0	143,000
		Delivery	0	0	0	0	0		143,000	3,000,000	4,000,000	7,143,000
Rail Park & Ride (Phase 2) - Moorthorpe	Melanie Corcoran	Development	110,500	0	0	0	0	AMBER	110,500	0	0	110,500
		Delivery	0	0	0	0	0		610,000	500,000	0	1,110,000
Rail Park & Ride (Phase 2) - Outwood	Melanie Corcoran	Development	110,500	0	0	0	0	GREEN	0	0	0	0
		Delivery	0	0	0	0	0		110,500	0	0	110,500
Rail Parking Package - Mirfield (A)	Melanie Corcoran	Development	0	0	0	0	0	AMBER	0	0	0	0
		Delivery	0	0	0	0	0		0	0	0	0
Calder Valley Line Elland Station	Mark Thompson	Development	834,748	0	0	0	163,438	AMBER	411,794	0	0	575,232
		Delivery	0	0	0	0	0		0	0	0	0
Corridor Improvement Programme (formerly HEBP)	Melanie Corcoran	Development	408,000	0	0	0	8,200	GREEN	100,000	100,000	158,000	366,200
		Delivery	0	0	0	0	0		0	0	0	0
Transformational -South Featherstone Link Rd - Feasibility Study	Neil Rodgers	Development	284,000	0	0	0	72,468	GREEN	211,532	0	0	284,000
		Delivery	0	0	0	0	0		0	0	0	0
Transformational - Kirklees - North Kirklees Orbital Route - Feasibility Study	Simon Taylor	Development	248,000	0	0	0	9,588	GREEN	222,500	0	0	232,088
		Delivery	0	0	0	0	0		0	0	0	0
Transformational -York Northern Outer Ring Road Dualling- Feasibility Study	Neil Ferris	Development	295,000	0	0	0	10,000	GREEN	285,000	0	0	295,000
		Delivery	0	0	0	0	0		0	0	0	0
Transport projects at Stage 1 pre mandate												
Aire Valley, Leeds Integrated Transport Package – Phase 2: Highway Access		Development	-	-	-	-	0					0
		Delivery	0	0	0	0	0					0
Aire Valley, Leeds Integrated Transport Package – Phase 3: Motorway Junction Improvements		Development	-	-	-	-	0					0
		Delivery	0	0	0	0	0					0
Corridor Improvement Programme Phase 2		Development	-	-	-	-	0					0
		Delivery	0	0	0	0	0					0
Corridor Improvement Programme Phase 3		Development	-	-	-	-	0					0
		Delivery	0	0	0	0	0					0
Calder Valley Line Enhancements		Development	-	-	61,905	-	0					61,905
		Delivery	0	0	0	0	0					0
Clifton Moor Park and Ride		Development	-	-	-	-	0					0
		Delivery	0	0	0	0	0					0
Development inc Management Costs			135,201,998	1,879,908	4,371,557	7,637,605	14,888,582		14,999,039	6,454,841	3,331,809	53,563,342

West Yorkshire Transport Fund pipeline

Outturn 2017/18: as at April 2018

2017/18	£34,334,918	2017/18	£40,862,891
Target		Outturn	

Project name	Project responsibility	Category	Approved	Previous years spend			In-year spend and RAG rating (2017/18)	RAG rating	Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer			Prior Years	2015/16	2016/17	Outturn		2018/19	2019/20	2020/21	
Delivery			-	-	15,284,765	19,894,885	25,974,310		45,552,215	114,048,641	130,514,110	351,268,925
Total Transport			135,201,998	1,879,908	19,656,322	27,532,491	40,862,891		60,551,254	120,503,482	133,845,919	404,832,267

LOCAL TRANSPORT CAPITAL DASHBOARD: LTP IT BLOCK + NPIF & LTP HM BLOCK

Figures accurate up to: Mar 2018

2017/18 DISTRICT LTP SPEND 17/18	£6,806,000	% LTP SPEND OF 17/19 ALLOCATION	44%
2017/18 WYCA LTP SPEND 17/18	£3,149,096	% LTP SPEND OF 17/19 ALLOCATION	17%

WYCA 18/19 OUTTURN FORECAST	£16,020,889	WYCA 20/21 TOTAL OUTTURN FORECAST	£20,269,291
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Project name	Project Manager	2017/19							Future forecast spend			TOTAL spend (actual + forecast)	
		Total 17/19 IP3 allocation (LTP + match)	Total 17/19 IP3 allocation (LTP only)	Total spend 17/18	LTP spend 17/18 (spend less 3rd party and NPIF)	NPIF spend 17/18	% Total spend 17/18 as a % of total IP3 allocation	% LTP spend 17/18 as a % LTP only IP3 allocation	2018/19	2019/20	2020/21		Identified risk
DISTRICT IT BLOCK + NPIF:													
Bradford		4,557,000	3,721,000	2,554,000	1,718,000	836,000	56%	46%	2,003,000	-	-	-	4,557,000
Calderdale		2,429,000	1,911,000	1,456,000	938,000	518,000	60%	49%	973,000	-	-	-	2,429,000
Kirklees		3,758,000	2,922,000	2,012,000	1,276,000	736,000	54%	44%	1,747,000	-	-	-	3,759,000
Leeds		5,747,000	4,553,000	3,433,000	2,239,000	1,194,000	60%	49%	2,314,000	-	-	-	5,747,000
Wakefield		2,839,000	2,242,000	1,094,000	635,000	459,000	39%	28%	1,745,000	-	-	-	2,839,000
DISTRICT Sub Total		19,330,000	15,349,000	10,549,000	6,806,000	3,743,000	55%	44%	8,782,000	-	-	-	19,331,000
WYCA IT BLOCK + NPIF:													
CYCLING AND WALKING													
CCAG	Fiona Limb	7,100,000	7,100,000	-	-	-	0%	0%	6,331,197	-	312,000	-	6,643,197
Strategic Cycle Development	Ambrose White	186,000	100,000	-	-	-	0%	0%	186,000	-	-	-	186,000
Sub Total		7,286,000	7,200,000	-	-	-	0%	0%	6,517,197	-	312,000	-	6,829,197
ONE SYSTEM PUBLIC TRANSPORT													
Rail Strategy	James Nutter	300,000	300,000	-	-	-	0%	0%	250,000	-	-	-	250,000
Bus Strategy	Helen Ellerton	438,000	438,000	1,650	1,650	-	0%	0%	436,350	-	-	-	438,000
Access bus refurbishment	Fiona Whitehead	895,000	473,000	348,070	-	-	39%	0%	546,930	-	-	-	895,000
Rail contingency	Kate Thompson	400,000	400,000	-	-	-	0%	0%	400,000	-	-	-	400,000
Bus hotspots	Asif Abed	930,793	330,793	45,148	0	45,148	5%	0%	890,946	-	-	100,906	936,094
Morley Public Transport Hub	Steve Butcher	150,000	150,000	93,185	93,185	-	62%	62%	56,815	-	-	-	150,000
South Elmsall c/forward	Steve Butcher	18,000	18,000	14,046	14,046	-	78%	78%	5,000	-	-	-	19,046
Bradford Northern Powerhouse Rail c/forward	Rebecca Cheung	70,000	70,000	53,529	53,529	-	76%	76%	10,000	-	-	-	63,529
CP6 Demand and Capacity Study c/forward	Michael Sasse	61,000	50,000	60,778	49,778	-	100%	100%	-	-	-	-	60,778
Sub Total		3,262,793	2,229,793	616,406	212,187	45,148	19%	10%	2,596,041	-	-	100,906	3,212,447
SMART FUTURES													
Smartcard	James Bennet	2,254,000	2,154,000	959,083	859,083	-	43%	40%	1,205,000	-	-	-	2,164,083
Bus real time evolution	Peter Radcliffe	847,000	519,000	227,020	227,020	-	27%	44%	610,504	-	-	9,476	837,524
Sub Total		3,101,000	2,673,000	1,186,104	1,086,104	-	38%	41%	1,815,504	-	-	9,476	3,001,608
ASSET MANAGEMENT													
Health & safety works at bus stations	Dave Dufton	500,000	500,000	-	-	-	0%	0%	500,000	-	-	-	500,000
Bus Shelter invest to save	Dave Dufton	700,000	700,000	-	-	-	0%	0%	700,000	-	-	-	700,000
Bus shelter real time display renewal	Peter Ratcliffe	2,000,000	2,000,000	720,761	720,761	-	36%	36%	1,279,239	-	-	-	2,000,000
Bus Station CCTV	Mark Auger	1,045,000	500,000	560,000	15,000	545,000	54%	3%	505,000	-	-	-	1,065,000
Bus shelter refurbishment	Nick Fairchild	300,000	300,000	322,059	322,059	-	107%	107%	-	-	-	-	322,059
ICT strategy infrastructure	David Gill	59,000	59,000	891	891	-	2%	2%	57,299	-	-	-	58,190
ICT strategy desktop replacement	David Gill	148,000	148,000	25,871	25,871	-	17%	17%	121,382	-	-	-	147,253
ICT strategy improved telephony	David Gill	483,000	350,000	160,190	27,190	-	33%	8%	161,303	-	-	28,000	321,493
ICT strategy desktop virtualisation	David Gill	58,000	58,000	1,354	1,354	-	2%	2%	56,646	-	-	-	58,000
Sub Total		5,293,000	4,615,000	1,791,126	1,113,126	545,000	34%	24%	3,380,869	-	-	28,000	5,171,995
CROSS CUTTING THEME													
ULEV	Asif Abed	3,180,000	1,200,000	34,044	9,044	-	1%	1%	1,570,000	-	-	-	1,604,044
Sub Total		3,180,000	1,200,000	34,044	9,044	-	1%	1%	1,570,000	-	-	-	1,604,044
PROGRAMME WIDE ACTIVITIES													
Monitoring, evaluation and bid development	Steve Heckley	150,000	150,000	8,722	8,722	-	6%	6%	141,278	150,000	150,000	-	450,000
Sub Total		150,000	150,000	8,722	8,722	-	6%	6%	141,278	150,000	150,000	-	450,000
IP2 programme	various			719,913	719,913								
WYCA Sub Total		22,272,793	18,067,793	4,356,315	3,149,096	590,148	20%	17%	16,020,889	150,000	462,000	138,382	20,269,291
TOTAL		41,602,793	33,416,793	14,905,315	9,955,096	4,333,148	36%	30%	24,802,889	150,000	462,000	138,382	39,600,291

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

Date: 13 June 2018

Subject: **Increasing the Region's Global Profile to Attract Investment**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): David Shepherd

1 Purpose of this report

- 1.1 This paper sets out options for Leeds City Region to increase its global profile, in particular to determine the LEP view on attendance at the MIPIM property and investment conference in 2018/19.
- 1.1 It highlights a number of alternatives and recommendations for review and consideration in respect of the region's presence at MIPIM, which has grown successfully over the past two years, and is now an even more substantial undertaking.
- 1.2 Given that MIPIM Cannes 2018 has just taken place it is now a timely opportunity to review the LEP's involvement and approach.

2 Increasing the Region's Global Profile

- 2.1 The Leeds City Region Trade and Investment plan for 2018/19, which was agreed at the last LEP Board meeting, established the key objectives for the Trade and Investment team, one of which was raising the City Region's international profile as part of an international place marketing strategy. There are a number of methods available to achieve this, the largest of which is attendance at MIPIM, the value of which this paper will appraise. This strategy can be broken down further, as Leeds City Region has a number of objectives aimed at raising the international profile of the region as follows:
 - a) Highlighting the City Region's strengths and differentiators; this relates to how core capabilities and specialisms are communicated and defined to an investment audience.
 - b) Showcasing opportunities for growth and investment; the communication and portrayal of key investments/projects or market opportunities, in particular the provision of key investment metrics that influence business cases such as occupier demand or favourable economic trends that mitigate investment risk.

- c) Emphasising the civic commitment to business; private sector investors seek reassurance that civic leaders and Local Authorities support the projects, schemes and initiatives that are being championed.
- d) Providing a platform for private sector profile; sponsors and stakeholders benefit from a platform to market their projects and investments.
- e) Facilitating business engagement and the generation of leads and enquiries; this ultimately relates to the number of prospects, enquiries and projects identified through networking and relationship building.
- f) Sharing thought leadership and sector insight; effective communication of the Leeds City Region value proposition to obtain traction amongst the investor audience.

MIPIM's role in the Leeds City Region's Trade & Investment Strategy

- 1.1 For many years there has been a strong strategic fit between MIPIM and the region's ambitions to grow the economy. Leeds City Region has exhibited for the last five years, working in partnership with regional stakeholders who have an expectation of the Combined Authority and the LEP to utilise its convening powers to create a platform for their representation at MIPIM.
- 1.2 The past few years have seen increasing levels of demand, engagement and expectation from stakeholders. The LEP's most recent consultation reinforced the public and private sector partners' positive stance towards attendance at the event.
- 1.3 Further information on previous MIPIM activity is contained at Appendix 1, 2 and 3.
- 1.4 In summary, the key areas of strategic fit for the LEP have been:
 - The attraction of inward investment from both businesses and institutional investment in infrastructure, which is a key priority for Leeds City Region and a critical part of the work to grow the City Region's economy faster.
 - Attendance at MIPIM is closely linked to the objective of enhancing the City Region's international profile and becoming a globally recognised economy.
 - The main theme of MIPIM 2018 was 'Be Part of Our Success'. This reinforces the momentum of strong commercial investment flows that the City Region is currently experiencing.
 - Broader economic priorities of culture, transport, technology, housing and lifestyle were emphasised as major themes of the Leeds City Region delegation.

Partner Consultation

- 2.6 Based on conversations with representatives from Local Authorities in attendance this year, there is a strong appetite to continue attending MIPIM, and early feedback from private sector sponsors has been extremely positive.

Alternative Options

- 2.7 Firstly, it is important to consider whether attending MIPIM continues to be the best method of achieving the objectives set out in 2.1 for increasing the region's global profile.

A number of alternative options are available, which include:

- Attend MIPIM Cannes 2019 as part of a wider Northern Powerhouse delegation
- Continue to attend MIPIM UK
- Attend MIPIM Asia
- Suspend MIPIM attendance altogether
- Deliver a sustained all-year round enhanced place marketing campaign
- Deliver a sustained all-year round attendance at other national/international events (e.g. Leeds City Region in London).
- Alternative major events: consider using the same MIPIM delivery model to attend other events such as World Expo 2020, Expo Real and/or Dubai International Property Show.

- 2.8 The advantages and disadvantages of each of the above alternatives are considered below, including the option to continue to attend MIPIM Cannes in 2019.

Options	Advantages	Disadvantages
MIPIM Cannes 2019	<ul style="list-style-type: none"> • It is a unique opportunity that provides quality leads and outcomes for delegates • The European investment / property industry doesn't convene in such a critical mass anywhere else • MIPIM is a vital opportunity to inform and maintain a strong regional ambassador network 	<ul style="list-style-type: none"> • High cost of attendance. • Pressure on the CA budgets to reduce the direct public sector contribution • Potential reputational issues surrounding MIPIM, linked to 2018 Presidents Club press coverage • Demanding pull on the Combined Authority finances, staff resources and support systems • Public procurement processes limit the ability to respond quickly to

	<ul style="list-style-type: none"> • A strong, loyal sponsorship base exists. It has taken 5 years to develop this momentum • Private / Public sector relationships are at record high – this can be strengthened further by continuing MIPIM • Strong value for Local Authorities and private sector in concentrated focus on selling the region and accelerating investment programmes • The cost return on MIPIM is maximised due to the Combined Authority’s ability to raise private sector funding, something which could not be guaranteed with alternative events • It is likely that Leeds City Region would be the only LEP not in attendance, making it appear unenterprising and at odds with the City Region’s reputation for being one of the leading competitors for developments and investments in the UK. 	<p>changing sponsor and stakeholder demands</p> <ul style="list-style-type: none"> • Does this remit (property and infrastructure) fit more neatly with local authority Development Directors? • BREXIT deadlines of end of March 2019 could overpower the content / themes of this event
<p>Attendance at MIPIM as part of Northern Powerhouse (NPH) delegation</p>	<ul style="list-style-type: none"> • This would drive greater footfall at the show • Enhance cross pollination of NPH regions stakeholders and activities • Enable a ‘scale-up’ so NPH can compete with larger countries and regions attending MIPIM • Alleviate some of the resource requirements allowing regions to 	<ul style="list-style-type: none"> • Freedom to represent LCR in a distinctive manner may be diminished • May lose some control over the event organisation • Sponsors may be reluctant to maintain support • NPH partners may be reluctant to join forces, particularly in time for the 2019 commitment timelines

	<p>enable economies of scale from a cost perspective</p> <ul style="list-style-type: none"> • Less onerous from a resource / organisation perspective with an enhanced ability to gain efficiencies of scale during the planning stages • Sponsors may react positively to a larger presence within a NPH pavilion 	
MIPIIM UK	<ul style="list-style-type: none"> • London is a core market for LCR • Trends show domestic investors are disposing assets and recycling capital in northern regions • UK Government has strong presence and can provide a platform • Other regions will continue to have a presence – conspicuous by absence? 	<ul style="list-style-type: none"> • A very public sector orientated show • Many key sponsors don't attend • Low footfall and lower quality contacts • High cost albeit previous expenditure on MIPIIM UK has been decreased • Delegates are mostly domestic with limited opportunity to expand international profile
MIPIIM Asia	<ul style="list-style-type: none"> • Increasing volumes of investment in property and infrastructure is coming from Asia • More likely to meet investors / obtain outcomes from this, than MIPIIM UK • Attendance would increase international profile of LCR • Could attend as delegates only, offering a MIPIIM Asia sponsor package • May enable us to achieve a broader (less Leeds centric) LCR sponsorship base 	<ul style="list-style-type: none"> • High cost • New experience – unknown event • Reputational impact

<p>Suspend MIPIM Attendance</p>	<ul style="list-style-type: none"> • Financial / budget savings • Press criticism reduced • Alleviate the Combined Authority resources enabling greater focus on core activities • Our withdrawal would perhaps expedite efforts to move towards an NPH presence at MIPIM 	<ul style="list-style-type: none"> • Networking opportunities and lead generation would be severely limited • The impact for Leeds may be greater as they would be one of the only core cities not to have a presence at MIPIM and the majority of sponsors are Leeds businesses / investors • Non-attendance would send a negative message to stakeholders and investors • Any rights to the LCR stand space will be forfeited – options on advertising space and venues. It would be hard to reverse this decision in future years • Non-attendance sends an unambitious message • Potential backlash from private sector and intermediary sponsors • A lost opportunity to coach ambassador network • Other regions would continue and Leeds City Region will be conspicuous by its absence • A third party could take responsibility for delivering the LCR MIPIM presence and not represent the region well
<p>Deliver a sustained all-year round attendance at other national/international events (no attendance at MIPIM)</p>	<ul style="list-style-type: none"> • Potentially this approach could deliver better value for money for the main sponsors (the property developers) • A wider, higher quality programme of events could be delivered i.e. sector specific events 	<ul style="list-style-type: none"> • This type of arrangement requires extensive consultation – alignment with MIPIM 2019 critical path is not possible. (This approach could be suggested for 2020) • This approach could jeopardise sponsorship revenues

	<ul style="list-style-type: none"> • Maintains a ‘through the year’ approach rather than MIPIM only • This additional funding to ramp up activity would dovetail nicely with the existing Trade & Investment forward plan of activities • The knowledge base exists within the T&I team to develop a relevant programme • This would provide a more bespoke and forensic approach that could be tailored to the needs of the sponsors. • A more occupier demand led approach could be appealing to the gold sponsors • This approach would allow us to leverage a much higher international profile and derive better value for money • This would facilitate greater convergence between public sector and the LCR ambassador network 	<ul style="list-style-type: none"> • Without a robust proposal – sponsors could react negatively in the first instance • Can a series of ‘MIPIM high quality’ events that meet sponsors high expectations be delivered by the Combined Authority? • This approach makes it harder to play-in intermediaries such as lawyers, architects and consultants
<p>An enhanced, more-intensive place marketing campaign (no attendance at MIPIM)</p>	<ul style="list-style-type: none"> • If done well this can be impactful and hard hitting • Whilst a more subtle approach, this could ‘over time’ have far greater impact and generate substantial international profile/generate leads • Much easier to deliver – less resource intensive allowing greater economies of scale • Other regions have done this successfully 	<ul style="list-style-type: none"> • As per the points listed in MIPIM suspended attendance section • Very difficult to satisfy all sponsors and stakeholders • Limited consultation opportunity as for a campaign to be successful, control over a place-marketing campaign will have to be centralised • Sponsors would have to adopt a long term view to this approach and may withdraw

	<p>i.e Austin, Tel-Aviv and some US states</p> <ul style="list-style-type: none"> • Visitor economy can be woven into this approach also • Can be targeted and aimed at core markets / investor groups 	<ul style="list-style-type: none"> • May attract negative press and criticism re: use of tax payer funds
<p>Alternative Major Events: Consider using the same MIPIM delivery model to attend other events such as World Expo 2020, Expo Real, Dubai International Property Show (see 2.5 below for more detail)</p>	<ul style="list-style-type: none"> • Many of these events have a global aspect to them whereas MIPIM Cannes is mainly European • Some of these other events have broader themes which extend beyond property and real estate • Some of these other events are larger than MIPIM potentially offering extended profile raising opportunities • Some of these events may present more opportunities to influence/engage with occupiers 	<ul style="list-style-type: none"> • Potential for less exposure to relevant delegates i.e. fund managers, real estate investors may not attend in such a critical mass • The locations of these events are further away than France – increasing travel expenses • MIPIM is tried and tested and proven to be relevant to sponsors • A bad experience trying a new event could damage the momentum that has been established in terms of sponsorship and disrupt the existing delivery model

Alternative Major Events

2.9 A number of other globally renowned conferences and exhibitions that specifically focus on economic development, property and infrastructure have been considered.

2.10 Each has been assessed in terms of their relative effectiveness in achieving key objectives. This initial assessment is summarised below:

Event	Location and Month	Comments
Expo Real	Munich, October 2019	International Trade fair for property and Investment, and the leading B2B trade fair in Europe. It allows networking opportunities across the entire supply chain, including property developers, investors and economic regions from over 75 countries. In 2017, the expo had over 40,000 participants, and over 2,000 exhibiting companies. The timing of this event does provide ample lead in time.

Dubai International Property Show	Dubai TBC, April 2019	This is the largest property, development and real estate conference in the Middle East where a growing number of investment flows into the UK are arising. Costs in relation to this event would be higher due to the costs of flights for delegates. 40 countries are represented with 16,000 visitors. It has a much wider global reach than MIPIM Cannes which is mainly a conference attended by European delegates. This may help us broaden the sponsorship base.
World Expo 2020	Dubai, October 2020	This is a much broader event than MIPIM with the overall focus being Human Ingenuity and themes such as opportunity, mobility, innovation and sustainability. This is a huge event, however attendance would be an enormous statement of ambition. Property Developers (Gold sponsors) may not feel the target market is their priority and subsequently may not be able to achieve the same objectives at this event. For profile raising it could however be a far superior event than attending MIPIM. A strong business case could be made for attendance at World Expo in 2020.

2.11 Analysis of the arguments above provides some interesting considerations; whilst there are contentions and risks brought upon the Combined Authority through participation at MIPIM Cannes, the positive impact of attendance at the event can be seen to far outweigh the argument for replacing this activity with alternative methods. The event allows the Combined Authority to develop and maintain good relations with public and private sector partners, and opens up key investment and property development opportunities to the City Region. However this should not mean that there is no room for reflection in how the City Region participates in MIPIM; there is a strong case to be made for reducing our presence at MIPIM UK, and there are several other worthwhile options for increasing the impact of the Leeds City Region globally, including expanding into a greater Northern Powerhouse pavilion, running a major place-making campaign, and/or or attending World Expo 2020. As these would require much greater partner consultation, consensus building and fund raising, they would require longer term planning.

2.12 If the LEP Board wishes to maintain and develop its global profile by continuing to attend MIPIM meanwhile, then there are various options for addressing some of the resource and delivery constraints highlighted above, which are set out in the sections below.

Options for funding MIPIM

2.13 In terms of the overall funding model for MIPIM activity it is worthwhile evaluating the appropriateness of the existing approach.

- 2.14 The event is currently funded by a blend of contributions from the public and private sector. Most of the public sector's contribution towards the event is provided by the Combined Authority with the large majority of the expenditure covered from income which is predominantly private sector sponsorship and a small amount of funding provided by the Local Authorities to cover their own transport and accommodation costs.
- 2.15 The table below presents a number of scenarios that should be considered. These are set against the backdrop of stakeholders' expectations to continually improve attendance year on year and the recent scrutiny surrounding the aptness of public sector involvement at the show.

Options for Funding MIPIM	Comments
Maintain existing funding model	It should be considered whether the £140k contribution by the Combined Authority should be reduced. Cost savings should be achieved by having a smaller presence at MIPIM UK, the utilisation of a modest surplus from 17/18 and a concerted effort to gain economies of scale without compromising quality of the event.
Enlargement of the Combined Authority expenditure on MIPIM	This is not justifiable in the current funding climate
Further enlargement of private sector sponsorship towards MIPIM	The current sponsorship target is set at £330k but given the success of 17/18 it is realistic to increase the target and attempt to match or exceed £400k.
Further reduction of the Combined Authority expenditure on MIPIM	In addition to the costs savings achieved by having a smaller presence at MIPIM UK, the use of a modest surplus from 17/18 and tighter cost-control, any surplus sponsorship monies generated should also be used to reduce the Combined Authority contribution also.
Reduction of private sector sponsorship	This would ultimately compromise the ability to deliver a similar event to last year.
Withdrawal of the Combined Authority expenditure altogether	This would be controversial and it is important that an independence is maintained to deflect any criticism of non-neutrality.

- 2.16 This analysis suggests that the Combined Authority’s contribution to MIPIM could be reduced in line with the increasing amount of external sponsorship raised. Action has already been taken on this, and the Combined Authority’s budgeted expenditure has already been reduced for 18/19, as set out in Appendix A. It should however be noted that although every effort will be made to reduce the public sector contribution, withdrawal altogether could diminish the non-partisan approach the City Region has maintained in past years.
- 2.17 On the basis that over £400k of income was generated in 2017/18 and stakeholders appeared to be more than satisfied with the overall quality and scale of representation at the event, it is deemed realistic to attempt to match or exceed £400k in 2018/19.

3 Financial Implications

- 3.1 The recommendations in this report could have a bearing on the ability to generate levels of sponsorship in line with previous years’ success.
- 3.2 A summary of previous years’ MIPIM expenditure is in Appendix 1.
- 3.3 If attendance at MIPIM 2018/19 is approved the anticipated funding model for the event is as follows:

Combined Authority Contribution	£120k (maximum)
External Income	£330k (minimum)
Total MIPIM Budget	£450k (minimum)

- 3.4 If the scale of the delegation matches 2017/18 it is likely that the overall variable costs of the event will exceed the £450k budget. This additional expenditure would be offset by MIPIM income.
- 3.5 If the overall MIPIM income exceeds the overall MIPIM expenditure and there is a net positive balance, it should be considered that the Combined Authority’s contribution should be reduced.
- 3.6 The Combined Authority contribution would part-cover costs of the exhibition space and stand at the conference.

4 Legal Implications

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

5 Staffing Implications

- 5.1 There may be staffing implications directly arising from this report, according to the preferred option adopted.

6 External Consultees

- 6.1 Feedback from delegates relating to MIPIM 2018 suggests an overwhelming appetite for Leeds City Region to maintain its presence at next year's show. A further feedback session for the delegates was held on 17 May 2018, which reinforced the positive attitude towards continued attendance.
- 6.2 Local Authority feedback suggests that partner councils remain committed to a joint presence at MIPIM. Further soundings are to be taken in relation to the options in this paper.

7 Recommendations

- 7.1 That the LEP Board considers its preferred approach to achieving the objectives for increasing the City Region's global profile set out at 2.1.
- 7.2 That if the LEP Board agrees to continue involvement in MIPIM, then the following proposals to better target the public investment be adopted:
- Attendance at MIPIM UK is reduced with a smaller Leeds City Region exhibition stand.
 - Attendance at MIPIM Cannes 2019 is consistent with the recent MIPIM 2018 format and scale.
 - A private sector sponsorship generation target of over £400k.
 - The Combined Authority contributes £120k on the basis that this is reduced if the sponsorship target is exceeded or any cost savings are derived in the organisation and delivery stages of the event.
- 7.3 That the LEP Board considers whether consultation should take place regarding a business case for alternative events to also be considered, which will further contribute to the LEP's overall objectives set out in 2.1.
- 7.4 Subject to 7.1, that the LEP Board asks the Combined Authority to monitor and review the reputational context of the event.

8 Background Documents

- 8.1 Appendix 1 contains background information on MIPIM, previous involvement, costs of involvement, stakeholders and previous outcomes.

9 Appendices

Appendix 1 – MIPIM Background Information
Appendix 2 – MIPIM Results
Appendix 3 – Delivery Milestones

Appendix 1

1.1 MIPIM Background

- MIPIM is the world’s largest property and investment show. It gathers together the most influential property leaders and senior decision makers in one place each March for four days of networking, learning and transactions.
- MIPIM has evolved into more than just a property conference and now extensively covers the wider economic development agenda. Needless to say the calibre of delegates is very high and relevant.
- Attendance is vital for building relationships with investors, developers and at the same time encouraging greater collaboration amongst intermediaries within the regions delegation.
- Sponsors associate the Combined Authority’s commitment to MIPIM as an outward demonstration that there is a united vision for the City Region and that the public sector is positive about collaborating with the business community. This external perception importantly breeds confidence amongst the institutional investors backing their developments.

MIPIM – Costs of attendance

- 1.2 2018 saw the biggest delegation and boldest ever presence at MIPIM Cannes with record levels of sponsorship generated. In all 11 Leeds City Region delegates attended MIPIM 2018 representing 53 Private Sector Companies and five Local Authorities from across the City Region.
- 1.3 The overall costs relating to MIPIM UK 2017 and MIPIM Cannes 2018 were £518k. The Combined Authority contributed £140k and external sponsorship generated over £400k. This created a modest surplus that will be rolled over to next year’s event, if the LEP decides to go ahead.
- 1.4 For context, as the Leeds City Region delegation has grown over the past few years, the levels of expenditure at MIPIM has also risen significantly. This is mainly due to the fact that there is linear relationship between expenditure on the event, sponsorship contributions and the overall demands to broaden the programme of activities during the week of MIPIM Cannes. The table below compares the levels of expenditure in previous years:

Year	No. Of Delegates	Total Spend
2015/16	58	c. £298k
2016/17	93	c. £343k
2017/18	118	c. £518k

1.5 Below is an indicative summary of how the expenditure is allocated:

2015/16	£298,000	Percentage
Stand	£173,329	58%
Events & Hospitality	£108,574	37%
Travel and Subsistence	£15,638	5%

2016/17	£343,000	Percentage
Stand	£188,076	55%
Events & Hospitality	£115,130	33%
Travel and Subsistence	£39,831	12%

2017/18	£518,000	Percentage
Stand	£287,772	56%
Events & Hospitality	£170,553	33%
Travel and Subsistence	£59,713	11%

1.6 It should be noted that in addition to the £140k contribution the Combined Authority also invests salary and overhead costs in relation to the organisation of this event. As the MIPIM event has grown over the past five years, this cost is now estimated to exceed £150k.

Key Stakeholders

Private Sector Property Developers:

1.7 Currently it is estimated that c.£13bn of infrastructure and property developments are in the pipeline within the Leeds City Region. Eight of the major sponsors represent a c.£5bn commitment to overall development in the Leeds City Region and as such they expect a degree of commitment from the public sector to MIPIM.

1.8 This year saw the biggest delegation ever including 118 delegates representing over 50 private sector sponsors.

Key Intermediaries

1.9 A large proportion of the delegation are intermediaries from the professional services sector including lawyers, architects and consultants. MIPIM provides a huge business development and networking opportunity for these firms.

Local Authorities and Public Sector

1.10 MIPIM provides an unrivalled opportunity for us to strengthen relationships with the private sector and demonstrate the City Region's vision and ambitions for the overall region.

- 1.11 This year saw enhanced attendance from Leeds City Region Civic Leaders, Chief Executives and Development Directors developing enhanced relationships with the private sector delegates.

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Appendix 2

Results from MIPIM

Feedback from the March 2018 event is currently being collated. Early feedback demonstrates extremely positive results with a number of delegates reporting strong outcomes and new relationships.

So far, detailed feedback from 15 sponsors has reported over 286 contacts were made with 100 of these being new, quality contacts i.e. occupiers, investors or strategic partners. From this, 68 occupiers, investors or strategic partners will be contacted in order to progress discussions. This evidence somewhat demonstrates the calibre of delegates that do attend MIPIM.

Our attendance at MIPIM has generated more than 430 inward investment queries over the last five years. In previous years our attendance at MIPIM has helped to facilitate relationships with investors that have since led to a number of successful outcomes. A selection of these are listed below:

- Extra MSA Service Station – M1 Leeds
- Select Property Group – Site Acquisition, Leeds
- Palace Capital – Hudson House, York
- Victoria Gate – Best New Shopping Centre in the world 2017
- Heeton Holdings – Hampton by Hilton Leeds

MIPIM is important as the UK looks to grow its international relationships. Many investors expect to see a connected ambition from both the public sector leaders and private sector and it breeds further confidence with potential influencers, investors, developers and occupiers that are considering investing in the region

MIPIM provides with an excellent opportunity to enhance the profile of the City Region. In terms of measurements, the estimated benefits of previous year's attendance is shown as below:

Marketing Outputs	Description	MIPIM 2015/16	MIPIM 2016/17
Total amount of coverage	The total number of articles published in relation to Leeds City Region's MIPIM activity.	136	129
Advertising Value Equivalent	The equivalent cost (£) if you were to buy the space generated by our MIPIM media coverage.	£272,261.19	£219,997.67
Total media reach including social media	The total number of people which this campaign could be seen by. This figure takes into account the average readership of each media and the reach of social media content	5,702,390	6,859,605

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Appendix 3

Delivery Milestones

If it is decided to continue involvement with MIPIM during 2018/19, there are some key dates and critical milestones that must be met. These are as follows:

Event description	Milestone/Deadline
Confirmation of stand for MIPIM 2019	End of April 2018 (an extension has been granted pending a LEP Board decision.)
Renewal date for MIPIM UK stand	May 2018 (an extension has been granted pending a LEP Board decision.)
Sponsorship strategy commences Packs sent to previous sponsors and to universities with personal invitation from Roger Marsh to support Invitations to join the delegation issued to Local Authorities Press release issued and digital activity began	June 2018
Targeting of new sponsors and flight arrangements / take up <ul style="list-style-type: none"> • Direct contact • Telephone call follow ups • Meetings 	June 2018
Confirm Leader and Chief Executive attendees from Local Authorities	July 2018
Confirm Programme for MIPIM UK	End of August 2018
Stand plan submission for MIPIM UK	September 2018
MIPIM UK	October 2018
MIPIM 2019 issue refreshed sponsorship packages and targeting activity Relaunch ambitions and plans to date with media and digital communications	October 2018
Tender for stand design	December 2018
Stand plan submission for MIPIM 2019	January 2019
MIPIM 2019	March 2019

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

Date: 13 June 2018

Subject: **Transforming Cities Fund**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Tom Gifford

1 Purpose of this report

- 1.1 To provide an update on the development of the Transforming Cities Fund following the stage 1 submission on 8 June 2018 and to request formal support from the LEP Board for the stage 1 submission.

2 Information

Background

- 2.1 The Combined Authority and LEP Board have both considered an overview of the Transforming Cities Fund at the meetings on 5 April 2018 and 12 January 2018 respectively.
- 2.2. The Transforming Cities Fund was announced in the Budget of November 2017 as a £1.7 billion fund to “support intra-city transport, will target projects to drive productivity by improving connectivity, reducing congestion and utilising new mobility services and technology”. The government has made £840 million capital funding available for competitive bidding by non-mayoral combined authorities over the four year period to 2021-22.
- 2.3 The DfT guidance on the Fund outlines that bids will go through a two stage application process, with initial submissions needed by 8 June 2018. This first stage is a light touch submission which should not have regard to specific schemes. In the second stage of the process, successful city regions will work with DfT to develop scheme specific proposals.
- 2.4 Key points around Transforming Cities Fund include:
- £840 million of funding is available for bidding and the funding is solely capital;

- As with all other non-mayoral city regions (including South Yorkshire and the North East), the West Yorkshire Combined Authority would be anticipated to submit a competitive bid on behalf of the region;
- Bids will be competitively assessed against each other with funding awarded to the proposals which demonstrate the greatest improvements to productivity and offer the best value for money;
- The competition to access the £840 million will take a two stage application process:
 - Stage 1 submission needed to be published to Department for Transport by 8 June 2018. This first stage will be a light touch submission, to identify 'selected' city regions and as such, the Department will not have regard to specific schemes included in the first stage submissions;
 - In the development of the second stage submission, the Department will work with up to 10 successful non mayoral city regions to develop scheme specific proposals. It is anticipated that the second stage detailed bids would be developed throughout the second half of 2018.

2.5 Ahead of the Stage 1 submission, and following a member workshop on the Fund, the Combined Authority Transport Committee considered the scope and details of the stage 1 submission and delegated final drafting to the Combined Authority Managing Director in consultation with the Chair of Transport Committee.

2.6 The Leeds City Region stage 1 was issued to Government and will be published on the Combined Authority website on 8 June 2018. Paper copies of the application form will be available at the meeting. The application form allowed for only 1,500 words in total, with responses focused on clarifying the geography of submission and also prioritising the areas of focus for development through the stage 2 process. The submission materials have been circulated to LEP Board members and an initial private sector breakfast briefing was held on 31 May.

2.7 Formal support from the LEP Board will also significantly support the chances of the stage 1 submission being approved by the Department for Transport.

3 Financial Implications

3.1 The guidance sets out that whilst there is no set cap on the size of packages to be agreed, allocations to Mayoral Combined Authorities were in the range of £59-£250m. For the purposes of the first stage submission a financial allocation does not need to be defined. This would be developed through the second stage submission.

4 Legal Implications

- 4.1 As this is a competitive bidding process, the details of the submission were confidential until the submission was deposited on 8 June 2018, at which point the bid submission was published on the Combined Authority website. This was a requirement set out in the guidance.

5 Staffing Implications

- 5.1 None as a result of this report.

6 External Consultees

- 6.1 Partner authority officers from across the Leeds City Region, as well as private sector organisations have been involved in the development of the bid. A member working group took place around the Fund on 18 May 2018 and a private sector breakfast briefing was held on 31 May.

7 Recommendations

- 7.1 That LEP Board support and endorse the Leeds City Region Transforming Cities Fund Stage 1 submission.
- 7.2 That the LEP Board write to the Secretary of State for Transport in support of the Leeds City Region Transforming Cities Fund Stage 1 submission. A draft letter of support is included in Appendix 1.

8 Background Documents

- 8.1 Leeds City Region Transforming Cities Fund stage 1 submission documentation (live from 8 June): <https://www.westyorks-ca.gov.uk/transport/>

9 Appendices

Appendix 1 – Draft letter of support to the Leeds City Region Transforming Cities Fund Stage 1 submission

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Item 17 - Appendix 1: Draft Letter of Support from LEP Board to the Secretary of State for Transport

Dear Right Honourable Chris Grayling, Secretary of State for Transport

Leeds City Region Transforming Cities Fund Submission

I am writing in my capacity as Chair of Leeds City Region Enterprise Partnership to express the formal support of the LEP and the local business community for the Leeds City Region Transforming Cities Fund submission.

Our Strategic Economic Plan for the City Region clearly sets out our ambition to rebalance the economy and move towards economic self-sufficiency. Our emerging focus for our Local Inclusive Industry Strategy is to tackle our productivity gap and improve living standards particularly in areas of deprivation. The Transforming Cities Fund offers a major opportunity to help realise these priorities.

As the largest city region in England, our submission covers the well-recognised functional economic geography of Leeds City Region. Our submission brings together collaboration between the public and private sectors as well as being shaped through the leading academic thinking and research based in our region.

We have designed a package which is focused on delivering our strategic priorities and has been shaped and prioritised based on the requirements set out in the Transforming Cities Fund guidance. We ask to move forward to stage two and co-develop our proposals with Government. Our ambition is to deliver a £250-£300 million package of transformational connectivity measures by 2022.

Our proposal represents the first stage in delivery of our longer term connectivity ambitions and it has been significantly influenced by the short funding window available at this stage. Delivery of truly transformational connectivity will require significant investment beyond 2022. As part of our recent correspondence with Government around the Leeds City Region HS2 Growth Strategy we highlighted the need for exploring a multi-year settlement. This would enable delivery of our shared ambitions to be HS2 ready and to rebalance the economy. This would be significantly aided through early confirmation around longer term funding or future phases of Transforming Cities Fund.

Yours sincerely,

Roger Marsh
[contact details]

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

Date: 13 June 2018

Subject: **North East, Yorkshire and Humber Energy Hub**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Jacqui Warren

1. Purpose of this report

1.1 This report:

- Provides an outline of the new combined North East, Yorkshire and Humber Energy Hub
- Asks the LEP Board to endorse the establishment of the Hub
- Asks the LEP Board to delegate to the Combined Authority's Managing Director the authority to submit City Region bids under £10,000 to the Hub Board and Tees Valley CA for approval

2. Information

2.1 As part of its local energy programme, the Department for Business, Energy and Industrial Strategy (BEIS) is funding energy strategies for all Local Enterprise Partnerships (LEP). The West Yorkshire Combined Authority (Combined Authority) is currently developing its energy strategy and delivery plan. To support delivery of these strategies, and to provide much needed local capacity, BEIS are also funding five new energy hubs. The Energy Hubs (Hubs) will:

- Identify and prioritise local energy projects
- Provide much needed capacity to LEPs and local authorities to undertake the initial stages of development for priority local energy projects and programmes (e.g. feasibility studies and business cases), up to a point where investment can be secured
- Take a collaborative and coordinated approach across multiple LEP areas

2.2 This additional capacity is intended to:

- Complement existing activity
- Provide LEPs and local authorities with additional resources and expertise

- Provide support to a point where a project is able to attract capital investment

To date this capacity and support has been identified as a barrier to delivering local energy projects.

North East, Yorkshire and Humber Energy Hub

2.3 A North East, Yorkshire and Humber (NEYH) Energy Hub (Hub) will be established covering the following LEP areas:

- Humber
- Leeds City Region (West Yorkshire Combined Authority)
- North East
- Sheffield
- Tees Valley Combined Authority
- York, North Yorkshire and East Riding

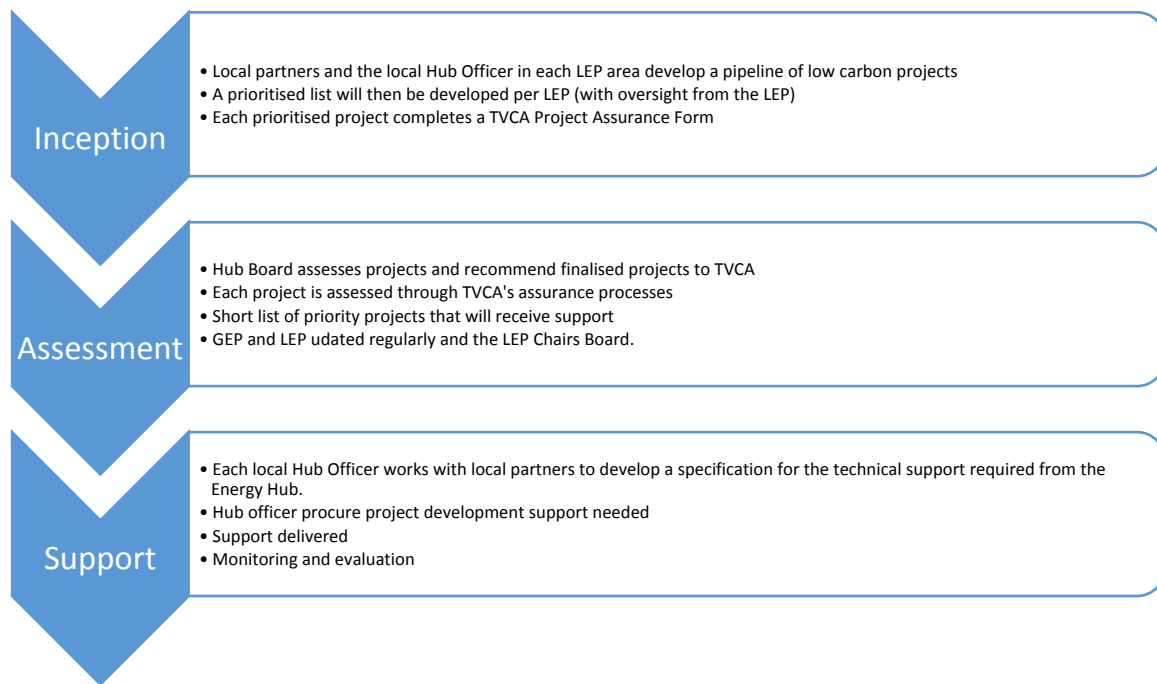
2.4 The Tees Valley Combined Authority will act as the lead accountable local Authority for the consortium of six LEPs. They will manage the Hub's two year budget. The Hub will include a core team which consists of:

- Programme Manager to manage the programme
- Project development support budget (for joint pan LEP energy projects)
- Six Local Project Managers (similar) to work in the LEPs at a local level

2.5 The Objectives of the Hub is:

1. Increase number, quality and scale of local energy projects being delivered.
2. Raise local awareness of opportunity for and benefits of local energy investment.
3. Enable local areas to attract private and/or public finance for energy projects.
4. Identify working model for teams to be financially self-sustaining after first two years.

2.6 Projects that use the Hub's support will follow the journey outlined below. In the City Region the emerging energy strategy and delivery plan will be used to identify projects that are suitable for Hub funding. At this early stage in the development of the energy strategy, it is anticipated that the value of such support may cost up to £10,000 per project. Projects will be supplemented, if required, with projects deemed unsuitable for the City Region's Energy Accelerator (see 2.15).



2.7 Projects that are funded by the Leeds City Region's allocation will:

- Be developed by the new Policy Officer (Energy Hub) and overseen by the Combined Authority's Policy Manager
- Internal approval to submit bids to the Hub with a value of zero to £10,000 will be through a recommendation to the Combined Authority's Managing Director
- Bids over £10,000 will be approved through consultation with the Green Economy Panel members
- All bids will be subject to approval by the Hub Board and will go through the Tees Valley Combined Authority's Assurance Processes

2.8 Day to day governance for the programme will be provided by a North East, Yorkshire and Humber Hub Board, this officer group will be chaired by the Innovation and Technology Manager at the Tees Valley Combined Authority (TVCA) with representatives from all LEPs present. This Board will recommend projects for approval and submit these projects through the TVCA assurance process for approval. Overarching oversight of the NEYH Hub will be provided by the North East, Yorkshire, and Humber LEP Chairs. In the LCR the Green Economy Panel and LEP Board will also receive regular updates on this programme.

Funding and Memorandum of Agreement

2.9 As the lead local authority, TVCA has signed a Memorandum of Understanding (MoU) with BEIS for two years.

2.10 A Memorandum of Agreement (MoA) has also been drafted by TVCA. All LEPs in the consortium will need to sign this. The MoA outlines what TVCA and the Hub are responsible for and what the partner LEPs will be responsible for.

- 2.11 The Combined Authority will receive £100,000 over two years from the Hub and be responsible for:
- Recruitment and all employment liabilities of a local Leeds City Region (LCR) Officer (estimated value ~£42,975 per year for a full time officer).
 - Consultancy project development budget to be spent on City Region projects identified in the Energy Strategy and Delivery Plan / other (estimated value ~£14,000).
 - Submission of local projects to the Programme Manager and Hub Board in line with TVCA's Assurance Framework.
- 2.12 A role profile has been developed and evaluated for a Policy Officer (Energy Hub). Subject to the Combined Authority signing the MoA, recruitment of this post is now needed in order to commence work in the City Region. At present the Combined Authority is also exploring the benefits of making the LCR Hub officer part time or a shared resource with a neighbouring LEP. This would allow a larger budget for the consultancy project development support.
- 2.13 It is anticipated that the Hub will be fully established by August 2018.

Energy Accelerator

- 2.14 The Hub will complement the work of the Energy Accelerator (Accelerator). The Accelerator will support as a minimum 15 – 20 low carbon projects that meet strict funder criteria (please see item eight of the LEP Board meeting held on 27 March 2018). The new Hub will have much less stringent project requirements and be applicable to a wider range of local energy projects. The new Hub will:
- Explore outcomes of the LCR Energy Strategy and Delivery Plan (anticipated completion date for a draft June 2018 (approval from the Combined Authority Autumn / Winter 2018)).
 - Support a wider range of local energy projects in the City Region
 - Look at pan-LEP / regional opportunities.
 - Link with the new Energy Prospectus - Leading Our Energy Future. This will articulate the energy opportunities across the combined Yorkshire LEPs areas (See 2.15).
- 2.15 An energy prospectus - Leading Our Energy Future is also being developed by the combined Yorkshire LEPs. This will articulate the energy opportunities across Yorkshire. Alongside the developing energy strategies that all LEPs are working on, this prospectus will form a framework of collaboration that will also help shape the work of the new energy hub.

3. Financial Implications

- 3.1 To establish the Hub BEIS will provide TVCA with funding for two years.
- 3.2 Each LEP will receive £100,000 over the two years to fund a local energy hub

project officer and provide capacity in the form of a consultancy development support.

4. Legal Implications

4.1 There are no implications associated to this paper.

5. Staffing Implications

5.1 A new Policy Officer (Energy Hub) will be established to support delivery within each LEP.

6. External Consultees

6.1 Local Authority Partners and the Green Economy Panel have been updated over the development of the Hub.

7. Recommendations

7.1 The LEP Board is asked to:

- i. Note and endorse the development of the new Hub and the additional capacity and support it will offer the City Region in developing local energy projects.
- ii. Delegate to the Combined Authority's Managing Director the authority to submit City Region bids under £10,000 to the Hub Board and TVCA for approval.
- iii. Delegate to the Combined Authority's Managing Director the authority to submit City Region bids over £10,000 to the Hub Board and TVCA for approval, in consultation with the Green Economy Panel.

8. Background Documents

8.1 None.

9. Appendices

None.

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

Date: 13 June 2018

Subject: **Economic reporting**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Patrick Bowes

1 Purpose of this report

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

2 Information

- 2.1 This report presents recent developments in the global, national and local economies. The report is now produced on a regular, quarterly basis. As such the latest available version will be presented to the LEP Board for each of its meetings. When no new report is available from the previous meeting, a brief update will be provided covering any recent major developments.

The version presented here is the May 2018 Economic Update. The below tables shows the version which will be presented to the Board for each of its future meetings in 2018/19.

Date of LEP Board meeting	Date of Economic Update
19 July 2018	May 2018 (with update on key developments)
20 September 2018	August 2018
22 November 2018	November 2018
24 January 2018	November 2018 (with update on key developments)
28 March 2019	February 2019

Main national and international headlines

- 2.2 The main national and international headlines include:

- GDP in the Eurozone increased by 0.4% in Q1 2018, whilst the US economy expanded by 0.6%. Both saw growth slow from 0.7% in Q1.
- UK GDP growth fell to 0.1% in the first quarter of 2018, down from 0.4% in Q4 2017 to its lowest level since 2012. Adverse weather conditions were a relatively small contributory factor.

- UK productivity increased by 0.7% in Q4 2017, the 2nd consecutive quarter of growth. Despite this, productivity remains 19.6% lower than if it had followed its pre-downturn trend.
- Employment in the UK continues to increase, with the employment rate at a record high of 75.6%.
- Average earnings increased by 2.9% in the three months to February, whilst inflation fell to 2.5% in March. Earnings are now growing faster than inflation.
- The Bank of England have revised down their growth forecasts for the UK economy in light of a sluggish start to the year. They now expect growth of 1.4% this year, down from 1.8% in their previous forecast.

Leeds City Region headlines

2.3 For Leeds City Region, the key headlines include:

- Confidence remained high among City Region businesses at the start of 2018, with increasing expectations of profitability and turnover growth among both service sector and manufacturing firms.
- Business activity in Yorkshire & Humber expanded at a faster pace than in other UK regions in April, rebounding from a slowdown in March.
- There was a 10% drop in new business bank accounts opened in Leeds City Region in Q1 2018, compared to a 13.8% drop nationally.
- Total employment in Leeds City Region increased by 6,000 (0.4%) between Q3 and Q 42017, and by 13,000 (0.9%) over 2017 as a whole.
- Over the course of 2017, goods exports from the Yorkshire & Humber region totalled £16.8bn, up 13.6% on 2016 and slightly outpacing UK growth of 13.3%.
- House prices in West Yorkshire increased by 4.6% in the year to February 2018, with prices nationally increasing by 4.4%. In absolute terms, prices remain highest and above the national average in Harrogate and York.
- In commercial property, average rents in West Yorkshire have increased moderately since 2015 to £13.70/SF in Q1 2018. This remains competitive against the UK average of £27/SF.

3 Financial Implications

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

4 Legal Implications

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

5 External Consultees

5.1 No external consultations have been undertaken.

6 Recommendations

6.1 That the LEP Board note the analysis presented in the economic update and dashboard and consider how this relates to the work of the LEP and its strategy.

7 Background Documents

None.

8 Appendices

Appendix 1 – Leeds City Region Economic Update Report – March 2018

Appendix 2 – Leeds City Region Economic Dashboard – March 2018

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ECONOMIC UPDATE: LEEDS CITY REGION, JUNE 2018

Key points at glance

This report presents the latest assessment of the Leeds City Region economy. It sets out the recent developments in the world's leading economies, along with trends and forecasts for global growth. It analyses the recent economic performance of the UK, before considering in more detail the latest developments in Leeds City Region.

National and international headlines

- Global economic conditions remain relatively favourable. Accommodative financial conditions and higher levels of investment in advanced economies, combined with stronger trade is helping to sustain recent momentum.
- GDP in the Eurozone increased by 0.4% in Q1 2018, whilst the US economy expanded by 0.6%. Both saw growth slow from 0.7% in Q1.
- UK GDP growth fell to 0.1% in the first quarter of 2018, down from 0.4% in Q4 2017 to its lowest level since 2012. Adverse weather conditions were a relatively small contributory factor.
- UK productivity increased by 0.7% in Q4 2017, the 2nd consecutive quarter of growth. Despite this, productivity remains 19.6% lower than if it had followed its pre-downturn trend.
- Employment in the UK continues to increase, with the employment rate at a record high of 75.6%.
- Average earnings increased by 2.9% in the three months to February, whilst inflation fell to 2.5% in March. Earnings are now growing faster than inflation.
- The Bank of England have revised down their growth forecasts for the UK economy in light of a sluggish start to the year. They now expect growth of 1.4% this year, down from 1.8% in their previous forecast.

Key City Region and local developments

- Confidence remained high among City Region businesses at the start of 2018, with increasing expectations of profitability and turnover growth among both service sector and manufacturing firms.
- Business activity in Yorkshire & Humber expanded at a faster pace than in other UK regions in April, rebounding from a slowdown in March.
- There was a 10% drop in new business bank accounts opened in Leeds City Region in Q1 2018, compared to a 13.8% drop nationally.
- Total employment in Leeds City Region increased by 6,000 (0.4%) between Q3 and Q4 2017, and by 13,000 (0.9%) over 2017 as a whole.
- Over the course of 2017, goods exports from the Yorkshire & Humber region totalled £16.8bn, up 13.6% on 2016 and slightly outpacing UK growth of 13.3%.
- House prices in West Yorkshire increased by 4.6% in the year to February 2018, with prices nationally increasing by 4.4%. In absolute terms, prices remain highest and above the national average in Harrogate and York.
- In commercial property, average rents in West Yorkshire have increased moderately since 2015 to £13.70/SF in Q1 2018. This remains competitive against the UK average of £27/SF.

Key conclusions and outlook

- Recent momentum in the global economy has largely been sustained, with solid growth in Europe and the US in Q1 2018, albeit at a slightly reduced pace from the end of 2017. The IMF expects this momentum to continue in the near term, though there remain some substantial geopolitical risks to growth and stability.
- In contrast to other major economies, the UK has experienced a marked slowdown at the start of 2018, according to official data. Retail sales and consumer spending more broadly has slowed, though falling inflation and stronger wage growth could provide more spare capacity for consumers.
- Nonetheless, recent export performance has been positive particularly for Yorkshire & Humber businesses who have seen goods exports reach record levels in 2017. The fact that growth has been strongest in key target markets such as Asia and the Middle East is also positive.
- It is notable that, although the UK context looks less positive at the start of 2018, Leeds City Region and Yorkshire & Humber businesses remain more upbeat and appear to be expanding and recruiting accordingly in spite of any concerns over Brexit. There are a number of reasons why this could be the case, including the lag between publication of national and regional data, and the possibility that survey responses are inherently more positive than hard data.

These issues are explored in greater detail in the remainder of this document.

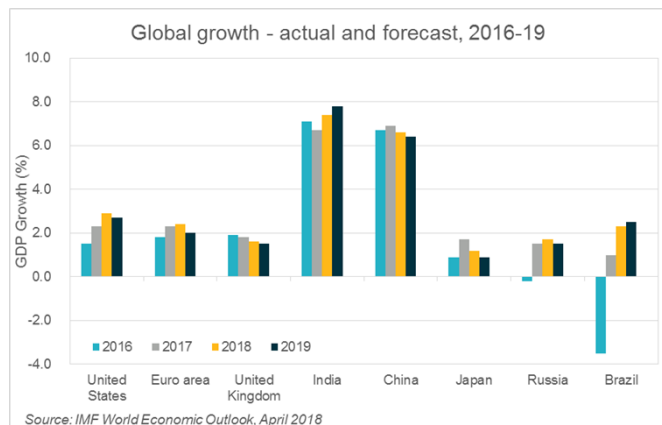
ECONOMIC UPDATE: LEEDS CITY REGION, JUNE 2018

Introduction

- This report presents the latest assessment of the Leeds City Region economy. It sets out the recent developments in the world's leading economies, along with trends and forecasts for global growth. It analyses the recent economic performance of the UK, before considering in more detail the latest developments in Leeds City Region.
- New data available includes updated global economic forecasts from the IMF, whilst new official UK data is available on GDP for Q1 2018 and the labour market up to February 2018. There is also new official data on trade, inflation and consumer spending.
- For Leeds City Region, the headline results are included from the Quarterly Economic Survey with the Chambers of Commerce for Leeds City Region for Q1 2018. Data on the performance of the City Region labour market for Q4 2017 and regional goods exports data from HMRC for the same period are also presented along with data from Banksearch on the number of new business bank accounts for Q1 2018.

Global context and forecasts

- Global economic conditions remain relatively favourable. Accommodative financial conditions and higher levels of investment in advanced economies, combined with stronger trade benefiting both emerging exporting nations and commodity producers, is helping to sustain recent momentum.
- GDP in the Eurozone increased by 0.4% in Q1 2018, down from 0.7% in Q4 2017. A range of short-term factors such as weather and industrial action contributed to the slowdown, as did weaker export growth.
- The US economy expanded by 0.6% in Q1 2018, a slight slowdown from growth of 0.7% at the end of 2017 with weaker consumer spending growth a contributing factor. The unemployment rate in America has also fallen below 4% for the first time since 2000.
- China reported economic expansion of 6.8% in the first quarter of 2018, matching the growth rate from the preceding two quarters.
- The recent US decision to re-impose sanctions on Iran has seen oil prices rise above \$75 a barrel, their highest level since 2014. The move is also expected to have an impact on European companies trading with Iran. Oil prices had already reached post-2015 highs, whilst other commodities including gas, metals and crops have also been increasing in price.
- Whilst concerns persist over the potential impact a trade war despite face to face talks between the US and China, markets have remained relatively calm. The FTSE100 has seen gains for six consecutive weeks, with both that index and the FTSE250 rising back to levels last seen in January.
- According to the latest forecasts from the International Monetary Fund (IMF), global growth is expected to strengthen slightly, from 3.8% in 2017 to 3.8% in both 2018 and 2019. A more favourable outlook for advanced economies, aided by the short-term impact of tax changes in America, contributes to this. Growth in advanced economies is now forecast to reach 2.5% in 2018 (up from 2% in the IMF's October forecast) and 2.2% in 2019 (up from 1.8%).
- The Bank of England have revised down their growth forecasts for the UK economy in light of a sluggish start to the year. They now expect growth of 1.4% this year, down from 1.8% in their previous forecast. Forecasts for 2019 and 2020 have also been revised down, by 0.1% to 1.7%.



Global economy summary: Recent momentum in the global economy has largely been sustained, though there has been a tapering of growth in major economies. The near-term outlook remains largely positive, though geopolitical tensions around Iran have caused a spike in oil prices, and the threat of a developing trade war poses a risk to the outlook.

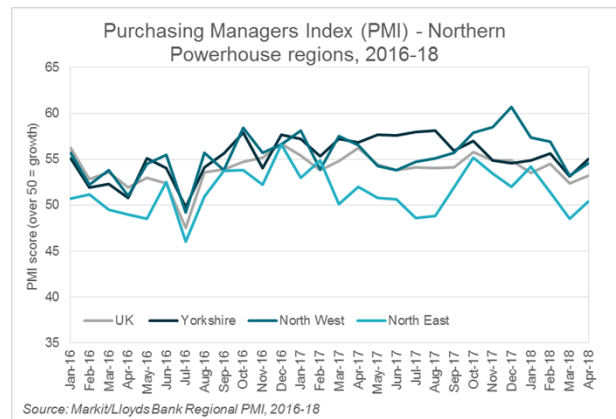
UK economic performance

Indicator	Latest position	Chart	Trend
Economic headlines	<p>UK GDP growth fell to 0.1% in the first quarter of 2018, down from 0.4% in Q4 2017 to its lowest level since 2012. Service sector output increased by 0.3% and manufacturing growth slowed to 0.2%. This was offset by a decline in construction output, which fell by 3.3%.</p> <p>UK productivity increased by 0.7% in Q4 2017, the 2nd consecutive quarter of growth. Despite this, productivity remains 19.6% lower than if it had followed its pre-downturn trend.</p>	<p>UK GDP growth - 2008-18</p>	
Confidence and sentiment	<p>All of the manufacturing, construction and service sectors expanded in April according to Markit/CIPS PMI surveys, though the rate of growth was modest across the board.</p> <p>Construction rebounded following a weather-induced downturn in March, whilst the pace of growth in the service sector was inhibited by consumers' reticence to spend. Weaker growth in overseas orders contributed to slowing manufacturing growth.</p>	<p>Purchasing Managers Index (PMI) by sector, 2016-18</p>	
Labour market	<p>Total employment in the UK increased by 197,000 to 32.34 million in the three months to March 2018, according to ONS. 396,000 more people are in work than a year ago. The employment rate of 75.6% is the highest on record.</p> <p>Unemployment fell in the three months to March, down 46,000 to 1.42 million. The unemployment rate of 4.2% is down from 4.6% a year ago.</p>	<p>UK employment growth 2008-18</p>	
Trade and exports	<p>The volume of retail sales fell by 0.5% in Q1 2018, compared to Q4 2017. March's snow was a factor, with petrol sales down 7.4%. With fuel excluded, sales volumes were largely flat.</p> <p>The UK's trade deficit stood at £6.4bn in the three months to February 2018, up £0.4bn on the preceding three months. The surplus in services narrowed by £0.3 billion whilst the deficit in goods widened by £0.1 billion. Trade of goods to and from the EU increased, whilst trade to and from non-EU countries decreased.</p>	<p>UK balance of trade - 2007-18</p>	
Inflation and wages	<p>Inflation fell to 2.5% in March, down from 2.7% in February and 3% in January. Clothing, alcohol and tobacco made the greatest contributions to lowering inflation, whilst transport and recreation costs increased.</p> <p>Average earnings increased by 2.9% in the three months to March compared to a year ago, picking up from 2.5% in the preceding three months. Stronger wage growth and falling inflation mean that average pay increased by 0.4% in real terms in March.</p>	<p>Wage growth and inflation, 2008-18</p>	

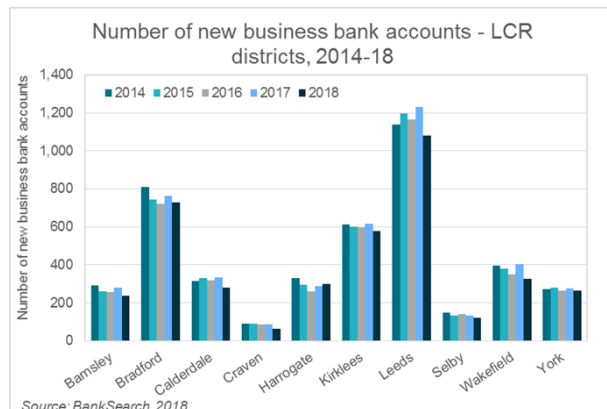
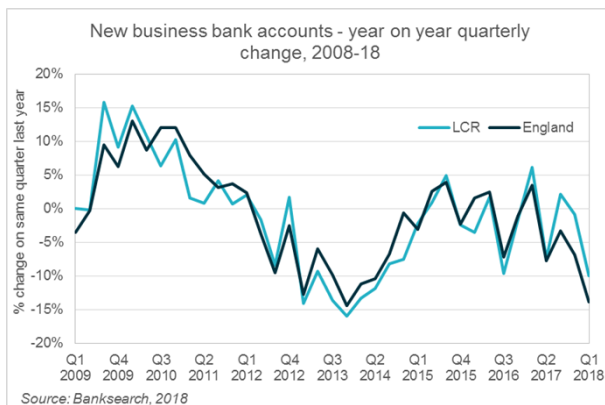
UK economy summary: There were clear signs of a slowdown in the UK economy at the start of 2018. Whilst March's cold snap contributed to this, both consumer confidence and weaker export growth were also factors. There are however signs of a modest recovery at the start of Q2 whilst the strong labour market, growing wages and moderating inflation remain positives.

Leeds City Region – Business Performance and Confidence

- Confidence remained high among City Region businesses at the start of 2018, with increasing expectations of profitability and turnover growth. This was particularly true among the service sector, where the proportion expecting their profitability to increase rose from 38% to 59%. The upturn on this measure was more modest among manufacturers but still positive, increasing from 39% to 40%
- Both sectors reported increased domestic sales between Q4 2017 and Q1 2018, with net balance increasing by 3% to 36% for services and by 4% to 21% for manufacturers.
- There was also a strong upturn in the proportion of firms reporting increased capital investment this quarter. A net balance of 33% of manufacturers and 29% of service sector companies reported increased investment, in both cases the highest levels for over five years.
- Business activity in Yorkshire & Humber expanded at a faster pace than in other UK regions in April according to the IHS Markit England & Wales Regional PMI, rebounding from a slowdown in March. The region recorded a PMI of 55 in April, up from 53.1 in March (a PMI over 50 indicates growth). The survey also found businesses in our region reporting the highest levels of optimism, and the 2nd highest levels of job creation.



- Almost 4,000 new business bank accounts were opened in Leeds City Region in Q1 2018 according to BankSearch. This represents a 10% fall from the 4,400 recorded in Q1 2017 and the lowest number for the first quarter of a year since data collection began in 2008.
- The fall in activity on this measure was less sharp than that recorded across England as a whole, with the number of new accounts opened nationally down 13.8%. Leeds City Region is ranked 12th out of 38 LEPs so far this year.



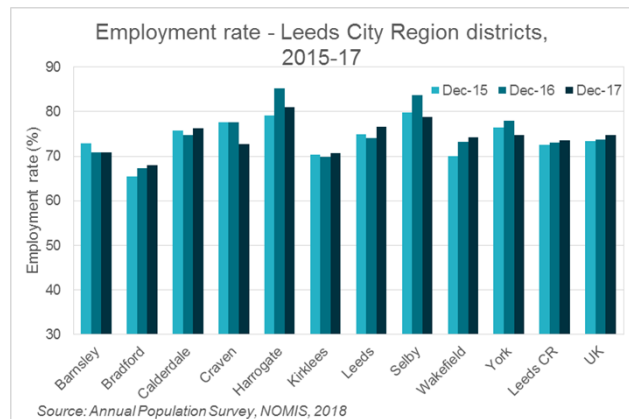
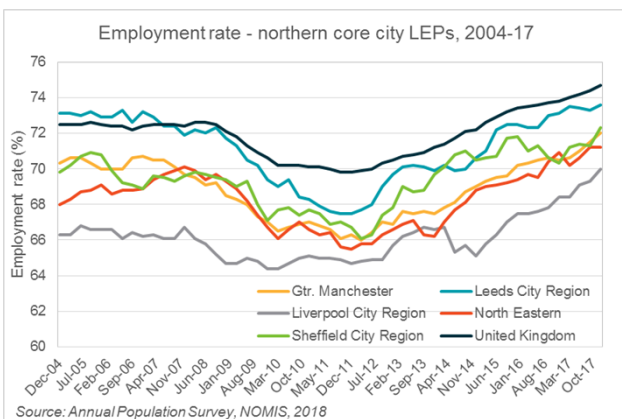
- Harrogate was the only district of Leeds City Region where the number of new accounts opened increased in Q1 2018, compared to the same period last year. A number of other districts saw falls in activity below the national average, including York, Bradford and Kirklees.

Summary: Respondents to the Chambers of Commerce QES and the Markit PMI surveys found businesses in our region upbeat about their current performance and near-term outlook. Data on new business activity is less positive, with signs of fewer start-ups at the beginning of 2018 compared to this time last year.

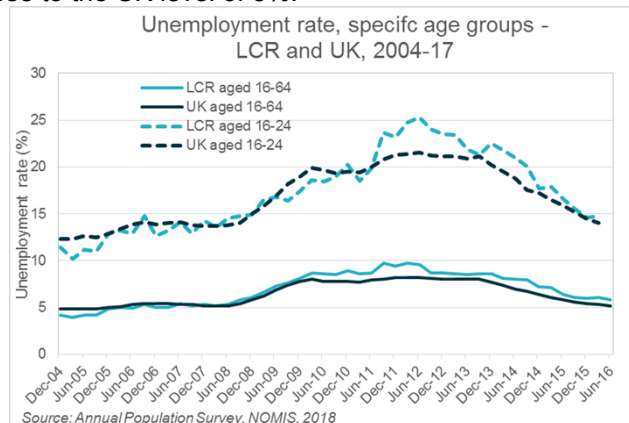
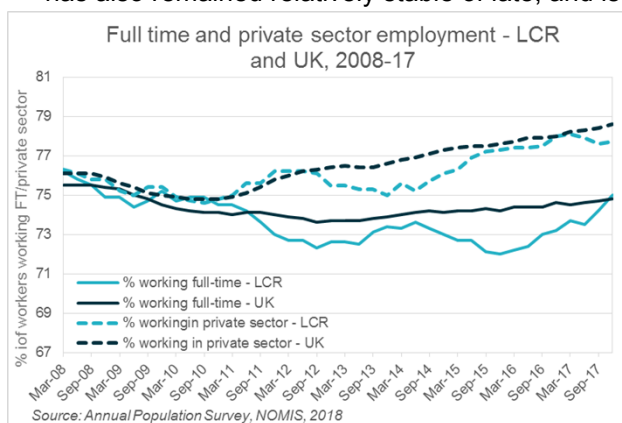


Leeds City Region – Labour Market

- There were 1.41 million Leeds City Region residents in work at the end of 2017, according to the ONS Annual Population Survey. This represents an increase of 6,000 (0.4%) from Q3 2017, and 13,000 (0.9%) over the year as a whole. Employment nationally increased by 0.5% between Q3 and Q4, whilst over the year it increased by 1.5%.
- The employment rate for Leeds City Region increased to 73.6% in Q4 2017, up from 73.3% the previous quarter. It has remained around 73.5% throughout 2017, whilst the UK employment rate increased from 74% to 74.7% over that period.
- Core city LEPs have seen their employment rate increase by varying degrees over the past year, with most seeing increases of around 1%. The employment rate in Leeds City Region remains higher than other core city LEPs, with the exception of West of England.
- At district level, the employment rate has increased in the West Yorkshire districts whilst decreasing elsewhere in the City Region between Q4 2016 and Q4 2017. It should however be noted that data is sample based and can fluctuate between quarters. Most North Yorkshire districts continue to have higher than average employment rates.



- Full-time employment has increased in Leeds City Region over the second half of 2017. 75% of workers are now employed in full-time positions, up from 73.5% in June 2017. This is the highest proportion of people working full-time in the City Region since 2009, and is currently in line with the national average.
- Around 13% of workers in Leeds City Region are self-employed, a figure that has remained relatively static since 2015. Self-employment is below the UK level of 14.2%.
- 4.7% of workers in Leeds City Region were in non-permanent employment in December 2017. This figure has also remained relatively stable of late, and is close to the UK level of 5%.



- Total unemployment in Leeds City Region increased by 2,000 (2.9%) between Q3 and Q4 2017, to 70,000. There are however 2,300 fewer people unemployed than at the end of 2016.
- The unemployment rate in the City Region is 4.7%, close to the UK average of 4.5%. The rate is lowest in York (2.8%) and Calderdale (3.4%) but is above the UK level in Barnsley, Bradford, Selby and Wakefield.
- The unemployment rate among 18-24 year olds is 11.6% in Leeds City Region, below the UK rate of 12.1%.

Summary: There was a modest upturn in employment in Leeds City Region at the end of 2016, with the number of people working full-time showing strongest growth. There was also a small increase in unemployment, though the unemployment rate remains close to the UK average.

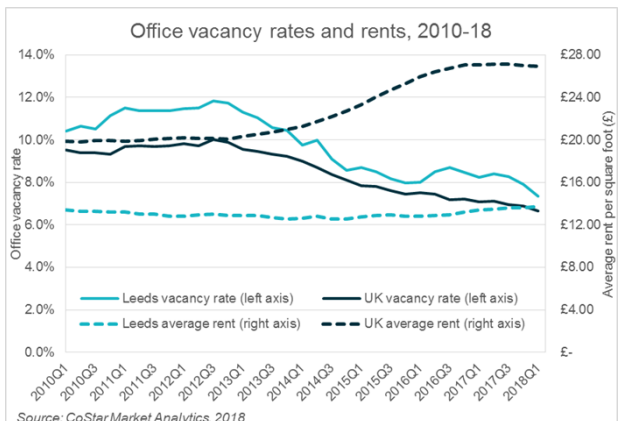
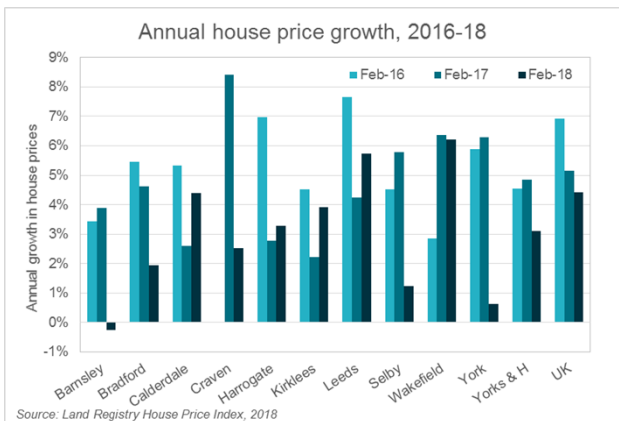


Leeds City Region – Trade, exports and investment

- Yorkshire & Humber businesses exported goods worth a total of £4.3bn in Q4 2017, an increase of £300m (7.1%) on Q3. UK exports increased by 6% over the same period.
- Over the course of 2017, goods exports from the region totalled £16.8bn, up 13.6% on 2016 and slightly outpacing UK growth of 13.3%.
- Exports increased to most markets from Yorkshire & Humber in 2017, with Asia & Oceania (+24%) and the Middle East & North Africa (+19%) seeing the fastest growth in percentage terms. There was an 11% fall in exports to non-EU Eastern Europe whilst exports to North America were largely flat.
- Asia & Oceania accounted for 12.5% of the region’s exports last year, with exports to the Middle East accounting for 5%. The region’s exports to the EU increased by 16% over the course of 2017 and accounted for 57.5% of goods exports.



- Export activity slowed among both manufacturers and service sector firms at the start of 2018, according to the Quarterly Economic Survey with the Chambers of Commerce in Leeds City Region. The net balance of manufacturers reporting export growth dropped from 35% to 20%, whilst the number decreased from 26% to 18% for services. Looking ahead, there was a slight slowdown in manufacturing export forward orders though the figure was stable in the service sector.



- House prices both locally and nationally have fallen slightly so far in 2018, with prices in West Yorkshire down 0.5% between December 2017 and February 2018, and UK prices down 0.4% over the same period according to the Land Registry House Price Index. Prices in West Yorkshire are however 4.6% higher than in February 2017, with prices nationally increasing by 4.4%. Price growth outstripped the national average in Leeds and Wakefield in the year to February. In absolute terms, prices remain highest and above the national average in Harrogate and York.
- The West Yorkshire office market remains relatively strong, according to the latest analysis from real estate information company CoStar. Average rents have increased moderately since 2015 to £13.70/SF in Q1 2018. Average rents are highest in Leeds city centre at around £21.50/SF, with rents in other West Yorkshire districts ranging from £9-11/SF. All parts of the region remain competitive against the UK average of £27/SF. Rents are expected to continue an upward trajectory as the vacancy rate, currently at 7.3%, falls in the near term.

Summary: The region saw strong performance on exports in 2017 helped, as with national exports, by the fall in sterling. There are signs this growth is levelling off at the start of 2018 but remains in positive territory. Both commercial and residential property markets have maintained modest growth, and both remain more affordable than the average nationwide.



Conclusions and outlook

- Recent momentum in the global economy has largely been sustained, with solid growth in Europe and the US in Q1 2018, albeit at a slightly reduced pace from the end of 2017.
- The IMF expects this momentum to continue in the coming years. An upturn in investment has driven recent improvements in output, and the recent tax reforms in the US are likely to stimulate further investment and increased demand, in the short term at least. The effects of this will be felt well beyond the US, with its key trading partners and commodity exporters also seeing higher levels of trade.
- Whilst this outlook is broadly positive, there remain some substantial geopolitical risks to growth and stability, not least the threat of tariffs and an escalating trade war, currently focused on the US and China but with substantial implications for European economies as well.
- The same forecasts however project slower short-term growth for the UK, with weak levels of investment due to the uncertainty of Brexit a key factor in this. In the medium term, the IMF expect increased trade barriers and lower investment to subdue growth.
- Meanwhile, the decision to reimpose sanctions on Iran has already led to increasing oil prices, which could lead to higher inflation if sustained. This comes at a time when inflation in the UK has begun to fall back towards target levels after a lengthy period of above trend price rises driven by sterling's post-Brexit fall. A persistent spike in oil prices could increase input cost pressures for manufacturers in particular, at a time when such concerns had been easing.
- In contrast to other major economies, the UK has experienced a marked slowdown at the start of 2018, according to official data. The snow in March contributed to a sharp drop in construction output, though there were wider factors contributing to growth falling to 0.1%. Retail sales and consumer spending more broadly has slowed, though falling inflation and stronger wage growth could provide more spare capacity for consumers.
- Falling inflation also signifies the dwindling impact of sterling's post-Brexit fall on prices. Whilst this may provide some benefit to consumers, it also appears to be contributing to a levelling off in export growth as the exchange rates prove less attractive to overseas customers.
- Nonetheless, the UK's export performance has clearly seen some significant benefit from exchange rates over the past year and this benefit has been shared by Yorkshire & Humber businesses who have seen goods exports reach record levels in 2017. The fact that growth has been strongest in key target markets such as Asia and the Middle East is also positive.
- It is notable that, although the UK context looks less positive at the start of 2018, Leeds City Region and Yorkshire & Humber businesses remain more upbeat. There are a number of reasons why this could be the case, including the lag between publication of national and regional data, and the possibility that survey responses are inherently more positive than hard data. The region's businesses reported stronger output growth in April than any other region of the UK, whilst also reporting strong employment growth on the Markit PMI survey.
- The QES with the Chambers of Commerce similarly finds businesses in positive mood, with domestic sales increasing and optimism about turnover and profits for the coming year also on the rise. It is also notable that this increased optimism has coincided with an upturn in investment. This is in spite of the ongoing uncertainty around Brexit, to which recent sub-standard levels of capital investment has been largely attributed.
- Any upturn in investment is welcome, particularly given the importance of investment to increasing productivity performance. Maintaining this trajectory will be crucial at a time when there is decreasing slack in the labour market with which to meet increasing demand. It also suggests that businesses remain largely unconcerned about Brexit, in the absence of any greater clarity about future arrangements.

This briefing has been produced by the West Yorkshire Combined Authority Research & Intelligence team. Any comments or queries can be addressed to research@westyorks-ca.gov.uk.

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National and international				Leeds City Region			
Indicator	Latest position	Chart	Trend	Indicator	Latest position	Chart	Trend
Economic headlines	<p>Global economic conditions remain relatively favourable. GDP in the Eurozone increased by 0.4% in Q1 2018, whilst the US economy expanded by 0.6%. Both saw growth slow from 0.7% in Q1.</p> <p>UK GDP growth fell to 0.1% in the first quarter of 2018, down from 0.4% in Q4 2017 to its lowest level since 2012. Adverse weather conditions were a relatively small contributory factor, with construction output falling 3.3%.</p>			Economic headlines	<p>Business activity in Yorkshire & Humber expanded at a faster pace than in other UK regions in April according to the IHS Markit England & Wales Regional PMI, rebounding from a slowdown in March.</p> <p>The region recorded a PMI of 55 in April, up from 53.1 in March (a PMI over 50 indicates growth). The survey also found businesses in our region reporting the highest levels of optimism, and the 2nd highest levels of job creation.</p>		
Business performance & confidence	<p>All of the manufacturing, construction and service sectors expanded in April according to Markit/CIPS PMI surveys, though the rate of growth was modest across the board.</p> <p>Construction rebounded following a weather-induced downturn in March, whilst the pace of growth in the service sector was inhibited by consumers' reticence to spend. Weaker growth in overseas orders contributed to slowing manufacturing growth.</p>			Business performance & confidence	<p>Confidence remained high among City Region businesses at the start of 2018, with increasing expectations of profitability and turnover growth.</p> <p>There was also a strong upturn in the proportion of firms reporting increased capital investment this quarter. A net balance of 33% of manufacturers and 29% of service sector companies reported increased investment, in both cases the highest levels for over five years.</p>		
Trade and exports	<p>The volume of retail sales fell by 0.5% in Q1 2018, compared to Q4 2017. March's snow was a factor, with petrol sales down 7.4%. With fuel excluded, sales volumes were largely flat.</p> <p>The UK's trade deficit stood at £6.4bn in the three months to February 2018, up £0.4bn on the preceding three months. The surplus in services narrowed by £0.3 billion whilst the deficit in goods widened by £0.1 billion. Trade of goods to and from the EU increased, whilst trade to and from non-EU countries decreased.</p>			Trade and exports	<p>Over the course of 2017, goods exports from the Yorkshire & Humber region totalled £16.8bn, up 13.6% on 2016 and slightly outpacing UK growth of 13.3%.</p> <p>Exports increased to most markets, with Asia & Oceania (+24%) and the Middle East & North Africa (+19%) seeing the fastest growth in percentage terms. There was an 11% fall in exports to non-EU Eastern Europe whilst exports to North America were largely flat.</p>		
Labour market	<p>Total employment in the UK increased by 197,000 to 32.34 million in the three months to March 2018. The employment rate of 75.6% is the highest on record.</p> <p>Unemployment fell in the three months to March, down 46,000 to 1.42 million. The unemployment rate of 4.2% is down from 4.6% a year ago.</p> <p>Average earnings increased by 2.9% in the three months to March compared to a year ago. Stronger wage growth and falling inflation mean that average pay increased by 0.4% in real terms in March.</p>			Labour market	<p>Total employment in Leeds City Region increased by 6,000 (0.4%) between Q3 and Q 4 2017, and by 13,000 (0.9%) over 2017 as a whole. The employment rate for Leeds City Region increased to 73.6% in Q4 2017, up from 73.3% the previous quarter.</p> <p>Total unemployment in Leeds City Region increased by 2,000 (2.9%) between Q3 and Q4 2017, to 70,000. There are however 2,300 fewer people unemployed than at the end of 2016. The unemployment rate in the City Region is 4.7%, close to the UK average of 4.5%.</p>		
Forecasts/prospects	<p>According to the latest forecasts from the International Monetary Fund (IMF), global growth is expected to strengthen slightly, from 3.8% in 2017 to 3.8% in both 2018 and 2019.</p> <p>The Bank of England have revised down their growth forecasts for the UK economy. They now expect growth of 1.4% this year, down from 1.8% in their previous forecast. Forecasts for 2019 and 2020 have also been revised down, by 0.1% to 1.7%.</p>			Other indicators	<p>House prices both locally and nationally have fallen slightly so far in 2018, with prices in West Yorkshire down 0.5% between December 2017 and February 2018, and UK prices down 0.4% over the same period. Prices in West Yorkshire are however 4.6% higher than in February 2017.</p> <p>In commercial property, average rents in West Yorkshire have increased moderately since 2015 to £13.70/SF in Q1 2018. This remains competitive against the UK average of £27/SF.</p>		
Summary	Recent momentum in the global economy has largely been sustained, though there has been a tapering of growth in major economies. The near-term outlook remains largely positive, though geopolitical tensions around Iran have caused a spike in oil prices, and the threat of a developing trade war poses a risk to the outlook. In contrast, there were clear signs of a slowdown in the UK economy at the start of 2018 with consumer confidence and weaker export growth factors. Although the UK context looks less positive at the start of 2018, Leeds City Region and Yorkshire & Humber businesses remain more upbeat and appear to be expanding and recruiting accordingly in spite of any concerns over Brexit.						

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

Date: 13 June 2018

Subject: **Call for projects update**

Director: Melanie Corcoran, Director of Delivery

Author(s): Dave Haskins

1 Purpose of this report

- 1.1 To update the LEP Board on progress made in respect of the 2017 call for projects, including an overview of prioritised schemes and next steps.

2 Information

- 2.1 In summer/autumn 2017 a call for projects was undertaken, overseen by the Combined Authority. The purpose of the call at that time was to establish a 'reserve list' of projects for the Growth deal programme, for which it was highlighted that no funding was currently available. An overview of the process was provided to the 29 November 2017 LEP Board meeting.
- 2.2 70 schemes were submitted for consideration for Growth Deal. At the Combined Authority meeting on 1 February 2018 eleven of these schemes were invited to submit more detailed submissions. The 11 projects are set out in Appendix 1.
- 2.3 11 Promoters were invited to resubmit their expressions of interest in spring 2018, and in doing so, to supply updated information around costs, funding requirements and scheme outcomes. It is noted that the schemes were shortlisted through the call for projects process and approved on the basis of the previously submitted expression of interest, which included project scope definition as well as delivery timescales, funding requirement and forecast scheme benefits. In a number of cases, these parameters have changed since.
- 2.4 Of the 11 submissions, four were initially shortlisted and approved on the basis of the housing outputs presented. These were Halifax Living, Bradford City Centre Heritage Properties, Wakefield City Centre South East and York Central Kickstarter. None of these schemes deliver direct housing outputs, but do act as an enabler to do so. The York scheme is not being progressed at this stage.

- 2.5 A further seven submissions were shortlisted. Two of these were categorised as meeting the requirements of 'growing businesses and supporting innovation' (Institute for high speed rail and systems integration, Leeds City Region enterprise zones programme) and a further three showed evidence of fulfilling the criteria of the 'transport infrastructure' SEP priority area (Leeds inland port, Rail park & ride programme phase 2, CityConnect cycle city ambition programme phase 1 & 2 extension).
- 2.6 The final two submissions, Gateway to Huddersfield and Leeds City Centre Package schemes, are both existing named schemes within the Transport Fund, but with a change to scope and funding requirements. Gateway to Huddersfield currently has an allocation as part of the station gateway programme, from which the phase 1 works would be funded.
- 2.7 The Combined Authority is changing the way that over-programming is being dealt with which may provide opportunities for a number of these new schemes to progress. The Combined Authority is currently considering borrowing arrangements to allow these schemes to be funded, subject to a maximum of £90 million borrowing to meet over-programming commitments, and subject to schemes making sufficient progress through the assurance process and in delivery. There are a number of schemes that do require development funding at this stage if entry into the programme is approved by the Combined Authority on 28 June 2018 and the schemes will be eligible to incur costs. These issues will be updated in a future LEP Board report.

3 Financial Implications

- 3.1 Financial implications are set out within the report.

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 It is recommended that the LEP Board notes the progress made in prioritising schemes for inclusion in the Growth Deal programme, subject to Combined Authority approval.

8 Background Documents

- 8.1 None.

9 Appendices

Appendix 1 – Summary of prioritised schemes

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Appendix 1: Summary of prioritised schemes

Scheme	Scheme description	Total Scheme Value	Combined Authority additional contribution
<p>Institute for high speed railways and system integration – Phase 1</p> <p>Leeds</p> <p>Growth Deal Priority 1 – Support to Business and Innovation</p>	<p>A three phase scheme with the ambition of helping to unlock the full potential of high speed rail, nationally and globally. Phase 1 will create two initial world-leading test facilities for the new institute in Leeds.</p> <p>Phase 1 will be funded through the Combined Authority’s Growth Deal and University of Leeds match funding.</p>	£22.88 million	£11.44 million
<p>Leeds City Region Enterprise Zones Programme</p> <p>Leeds City Region wide</p> <p>Growth Deal Priority 1 – Support to Business and Innovation</p>	<p>A programme to deliver new employment sites across two phases of Enterprise Zones in ten locations across the Leeds City Region.</p> <p>The programme will predominantly be funded through Combined Authority Local Growth Fund.</p>	£49.558 million	£24.939 million
<p>Leeds Inland Port</p> <p>Leeds</p> <p>Growth Deal Priority 4 – Transport Infrastructure</p>	<p>The scheme to deliver a new wharf facility at Stourton in Leeds to enable the transportation of freight from the Humber estuary into Leeds.</p> <p>The project will be funded from the Combined Authority’s Growth Deal and Canal and Rivers Trust match funding.</p>	£3.37 million	£3.17 million
<p>Gateway to Huddersfield - Phase 1</p> <p>Kirklees</p> <p>Growth Deal Priority 4 – Transport Infrastructure</p>	<p>The project covers the rail station and its environs providing additional entrances to the station, highway improvements, creation of a taxi hub and the purchase of land for later phases.</p> <p>The project will be funded from the Combined Authority’s West Yorkshire Plus Transport Fund.</p>	£5.5 million	£0 million
<p>CityConnect Cycle City Ambition Programme (CCAG) Phase 1 & 2 extension</p> <p>West Yorkshire</p>	<p>A programme of eight projects which aim to deliver 19km of high quality cycle infrastructure across West Yorkshire, building on the existing CCAG programme.</p> <p>The Phase 1 and 2 extension will be funded from Combined Authority’s West Yorkshire Plus Transport Fund and Combined Authority DfT funding.</p>	£14.824 million	£12.053 million

Scheme	Scheme description	Total Scheme Value	Combined Authority additional contribution
Growth Deal Priority 4 – Transport Infrastructure			
City Centre heritage properties Bradford Growth Deal Priority 4 (a): Housing, Regeneration and Digital	A scheme to fund the remediation and enabling works at three heritage properties in Bradford City Centre to make them viable to be developed commercially. The scheme will be funded from the Combined Authority Growth Fund.	£31.602 million	£7.4 million
Halifax Living, Halifax Calderdale Growth Deal Priority 4 (a): Housing, Regeneration and Digital	To prepare a number of sites in Halifax Town Centre for housing development through remediation and enabling works. The scheme will be funded from the Combined Authority Growth Fund.	£764,000	£764,000
Wakefield City Centre - South East Gateway Wakefield Growth Deal Priority 4 (a): Housing, Regeneration and Digital	This scheme will create a new south east gateway to Wakefield's City Centre through; bringing key development sites to market by funding site assembly and clearance; Carrying out works that enable the development of Rutland Mills at Wakefield; and development of a master plan for the south side of the Kirkgate railway bridge.	£41.55 million	£6.505 million
Rail Park & Ride Programme Phase 2 West Yorkshire Growth Deal Priority 4 – Transport Infrastructure	A programme of car park extension schemes at West Yorkshire commuter railway stations. The scheme will be funded from Combined Authority's West Yorkshire Plus Transport Fund and Leeds Public Transport Investment programme.	£33.638 million	£28.638 million
York Central Kickstarter phase 1 York Growth Deal Priority 4 (a): Housing, Regeneration and Digital	The project will deliver key works to further unlock the development potential at the York Central site including; providing access to the commercial quarter to the east of the site; Improving pedestrian/ cycle connectivity between the site and the city centre; and providing key public realm improvements to frame the commercial and National Railway Museum masterplans.		This project is not seeking a recommendation at this stage. It may be re-submitted at a later stage in the programme.

Scheme	Scheme description	Total Scheme Value	Combined Authority additional contribution
Leeds City Centre Package Leeds Growth Deal Priority 4 – Transport Infrastructure	This is a transformational programme in Leeds City Centre to creating a world class gateway for the city. It will facilitate the expansion of the city centre, the regeneration of South Bank and supports Leeds in becoming High Speed 2 (HS2) and Northern Powerhouse Rail ready. The works required will involve closing City Square to general traffic, improvements to Armley Gyratory, highways reconfiguration on Leeds Southbank and junction works to the M621	£149.8 million	£30.3 million

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

Date: 13 June 2018

Subject: **Culture, Sport and Major Events in City Region strategy**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Jonathan Skinner

1 Purpose of this report

- 1.1 To set out progress on the Local Enterprise Partnership (LEP) Board’s action plan on culture, sport and major events to highlight the different ways in which partners are driving a stronger offer across the City Region.
- 1.2 This report also highlights links between this work and wider City Region activity. This includes the importance of exposing young people to a strong cultural, arts and sport offer in education (i.e. a STEAM¹ curriculum), and issues related to links between culture and the creative industries².

2 Information

- 2.1 In November 2017 the LEP Board agreed an action plan to embed culture and sport within City Region activity (see below). This implemented the recommendations from an engagement exercise with 40 civic, business and cultural leaders from across the City Region to identify where there was consensus to act collectively. The following sections provides an update on the relevant actions.

Timeframe	LEP Action Plan
Short Term (to May 2018)	<ul style="list-style-type: none"> i. Considerably strengthen the position of culture and sport in the City Region’s strategic approach. ii. Map, plan and present the City Region’s cultural and sport offer collectively to maximise the benefits it brings.

¹ Science, Technology, Engineering, Arts and Mathematics

² The definition of creative industries comprises seven sub-sectors: advertising and marketing; architecture; graphic and fashion design; film, TV, radio and photography; IT software and computer services; music, performing and visual arts, and publishing.

<p>Medium Term (to November 2018)</p>	<p>iii. Explore sustainable funding mechanisms that can support culture and sports initiatives.</p> <p>iv. Produce new or revised assurance framework for culture and sports projects. This will enable their benefits to be fully and fairly assessed and compared against other proposals and will encourage a strategic way of thinking.</p> <p>v. Shape strong leadership and championing to develop and promote the City Region’s culture and sport offer.</p>
<p>Longer Term</p>	<p>vi. Produce good quality evidence on the economic impact of culture and sport as this is currently in short supply.</p>

2.2 In agreeing the action plan, LEP Board members recognised links with several outcomes:

- Delivers a high quality of life that attracts and retains residents.
- Regenerates places by developing major anchor assets.
- Provides alternative routes to work and training for people at risk of being disconnected.
- Drives tourism, supporting the visitor economy.
- Prompts diversity of thought that will be vital in giving everyone the ingenuity improve innovation across (especially coming from exposure to different cultures and perspectives at a young age).

Strengthen the position of culture, sport and major events in City Region activity

2.3 As well as being a key part of the action plan, the Yorkshire TUC’s Cultural Manifesto³, published in March 2018, calls for authorities to have an up-to-date strategy. The LEP Board (27 March 2018) agreed a policy framework that broadens the policy range to include a dedicated dimension about **culture and the citizen experience**. The aim is to agree a collective vision about the City Region offer with reference to:

- Each district’s vision about culture, sport and major events – including outcomes like driving greater engagement of people from deprived communities.⁴
- Aligning work with partners across Yorkshire to increase tourism and improve the destination offer.
- Aligning with Government’s ambitions for industrial strategy, culture and the creative industries and the approach of national organisations.

2.4 The collective vision will build upon the City Region’s cross-cutting strengths:

- A strong Yorkshire identity, rich heritage, many cultural assets and internationally-renowned champions.

³ https://www.tuc.org.uk/sites/default/files/y%26h_culturemanifesto_2018_final.pdf

⁴ The evaluation of Hull’s year as UK City of Culture in 2017 showed 95% of residents took part in at least one cultural activity.

- A young population, with 27% of the City Region's population under 25 years old, providing a pipeline of talent for cultural businesses and new audiences/consumers for a culture and sport offer.
- One of the most diverse City Regions in the country, with a black and minority ethnic population of almost 500,000 people. This mix of backgrounds and global links can boost creativity and cohesion.
- Strengths in complementary industries like digital, where with over 10,000 digital businesses in Leeds City Region, and the significant digital opportunities arising for those traditionally non digital businesses.
- A strong academic base, including the only specialist arts university in the North of England and the recent founding of the School of Performance and Cultural Industries at the University of Leeds.

Map, plan and present the City Region's cultural and sport offer collectively

2.5 The action plan includes a commitment to **map, plan and present the City Region's cultural and sport offer collectively** to maximise the benefits it bring. This has seen local authorities work together to co-design the approach and provide information about City Region's significant cultural, sport and tourist assets. This information has been shared with other major funders of cultural, arts and sporting activity to check and enrich the data. Analysis by partners to identify strengths and opportunities, and shape potential products that champion how these assets provide a high quality of life.

2.6 A high-level summary of the mapping shows:

- 329 regionally-significant assets such as galleries, theatres, sports stadia, major festivals, natural infrastructure (e.g. national parks), etc.
- This includes 49 organisations that are parts of the Arts Council England's national portfolio organisations, in receipt of over £21 million per year (2018-22).
- 22% of assets (73) are museums or visitor centres – from historic houses to Eureka! This highlights the regions diverse and historic cultural heritage. In total, assets across the City Region welcomed over 6 million visitors in 2017, with 11 assets reported welcoming over 100,000 visitors.
- There's a rich variety of significant cultural and sporting assets in places across the City Region, but there are particular concentrations in city centres – York in particular, which is a significant draw for visitors to the region.

The raw data will be further refined by partners, with the information then used to:

- **Develop a shared vision** described in 2.3 that champions the quality of life that draws on the diversity of assets. This will have the power of Yorkshire to the fore, reflecting the recommendation from the engagement exercise. The City Region's activity has also been extended, via the work of the shadow Yorkshire Leaders' Board, to neighbouring areas.
- Consider across partners **opportunities to create new products** (such as joined-up promotional material, ticketing options, etc.) that helps to make cultural and sporting assets more accessible.

- Consider which **gaps or opportunities** are the highest priority to strengthen the offer.

Explore sustainable funding mechanisms

2.7 The action plan commits partners to examine sustainable funding arrangements, reflecting a desire to increase investment in culture, sport and major events. At the City Region level, recent successes have together channelled over **£6.6 million into culture and major events**, with potential for more:

- The LEP's successful bid to the Northern Cultural Regeneration Fund secured £4 million in March 2018 for the rejuvenation of the Bradford Odeon into a mid-sized music and events venue, attracting 270,000 visitors a year to central Bradford.
- The City Region's Business Rates Pool confirmed in February 2018 £1.3 million of new funding for cultural, sporting and major events – covering an extension of Great Exhibition of the North, globally recognised UNESCO heritage and international cycling championships⁵. This doubles the £1.3 million it had already committed⁶ for activity in 2018/19.
- The City Region's successful request to extend the business rates pilot in 2018/19 was largely based on the prospect of extending investment into culture, sport and major events. The larger pool increases monies potentially available to invest in cultural projects that contribute to collective City Region aims. A Prospectus has recently been launched for partners which describes the priority outcomes and types of interventions that will be supported for the £12.3 million, with culture, sport and major events being one of the four priority areas.
- The LEP's Growth Service offer continues to cultural and sports businesses seeking to grow through its business support programmes. In the last three years, 140 businesses in the sector have been supported with a mix of apprenticeships support, skills planning and capital grants.

2.8 Under the leadership of the lead chief executive for culture and tourism across the City Region and Yorkshire, discussions have taken place with other significant funders of cultural, sporting and major events (e.g. Arts Council England, Heritage Lottery Fund, Sport England/Yorkshire Sport). As other organisations respond to budget pressures, their approach to place is becoming even more important. Practically, this means that there is an opportunity to align funding processes, albeit it may not be possible to fully join-up decision-making processes. There are ad hoc examples of projects where funding has been aligned (e.g. the Yorkshire Sculpture International Festival), and there is an opportunity to learn how to take this further.

2.9 Furthermore, the Combined Authority's policy and strategy team are actively shaping activity on other opportunities:

⁵ Mediale, York (£230k); 2019 UCI World Road Cycling Championships, Harrogate (£673k), Tour de Yorkshire, Calderdale, Leeds and Bradford (£420k); Great Exhibition of the North satellite, Bradford (£50k).

⁶ Welcome to Yorkshire (£830k), Leeds City Council (£350k).

- £3.7 million of the Northern Cultural Regeneration Fund remains uncommitted. Government is assessing the feasibility of leveraging this to drive social investment in smaller projects that deliver the aims of the Fund – to drive regeneration across communities in the North that have not traditionally benefitted from arts and cultural investment.
- The Creative Industries sector deal⁷ (summarised in Appendix 1) includes £20 million for a Cultural Development Fund, with a competition expected in summer 2018 for cities and towns to bid for investment in culture and creative industries.
- University-led Creative Cluster Research and Development Partnerships (more detail below), which also has potential to increase investment in R&D and meet one of the City Region’s identified key challenges.

Case Study: Creative Cluster Research and Development Partnerships

The £80 million Creative Industries Clusters Programme aims to significantly improve collaboration between the country’s internationally-renowned creative industries and UK universities to help catalyse economic growth and provide the skills necessary for the creative jobs of the future.

Funded through the Government’s Industrial Strategy Challenge Fund, the programme will support up to eight Research and Development Partnerships between industry and groups of universities to respond to challenges identified by the creative industries in their cluster.

The LEP supported three submissions led by City Region universities. The Arts & Humanities Research Council, which manages the programme, recently announced that 65 bids were made nationally, with 22 shortlisted to provide more detail in April. This includes two proposals from the City Region:

- University of Leeds: **Future Fashion Factory** - digitally enabled design and manufacture of designer products for circular economies
- University of York: **Creative Media Labs** - innovations in screen storytelling in the age of interactivity and immersion

- 2.10 The Combined Authority’s evaluation and assurance teams will develop a more structured approach to the assessment of culture and sport projects based on priority outcomes. However, much of the funding activity described above relates to monies outside the direct control of the LEP.

Links across policy framework

- 2.11 As well as these actions identified in the LEP Board’s action plan, all City Region policy can harnesses the power of culture, sport and major events, including:
- Rethinking approaches to lifelong learning and skills can reflect how young people benefit from experiencing culture and arts throughout their education, stimulating ingenuity in working lives

⁷https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/695097/creative-industries-sector-deal-print.pdf

- Health and wellbeing (both physical and mental) can be improved by making the most of our culture and sporting assets.
- The creative industries play an important role in portraying the City Region nationally and internationally and inspiring ambition in young people. Following Leeds' hosting of the first creative cities convention, the City Region made a compelling proposition to attract Channel 4. This brings to life how the Channel can be "4 All the UK", including changing the UK's media landscape to be more representative of the nation. The City Region's proposal builds on its comparative advantages in digital technologies and complementary sectors, a great location and quality of life, and having a skilled and diverse population.

3 Financial Implications

3.1 There are no direct financial implications arising from this report.

4 Legal Implications

4.1 There are no legal implications from this report.

5 Staffing Implications

5.1 There are no direct staffing implications arising from this report.

6 External Consultees

6.1 There have been no external consultations.

7 Recommendations

7.1 That the LEP Board note and provide comments on the progress of delivering the action plan on culture, sport and major events, and how these considerations can be driven across City Region strategy.

8 Background Documents

8.1 Report and appendix on Culture and Sport - LEP Board (29 November 2017)
Report and appendix on the City Region policy framework (28 March 2018)

9 Appendices

9.1 Appendix 1 – Summary of the Creative Industries Sector Deal

Overview of the national Creative Industries Sector Deal

Places

- Support creative centre across the country, to enable clusters of world class businesses to increase GVA and employment. We will commit £20m over the next two years to roll out a Cultural Development Fund so that local partnerships can bid for investments in culture and creative industries, with industry contributing funding, networks and leadership.

Ideas

- Open up Research and Development (R&D) funding to catalyse innovation. The Industrial Strategy Challenge Fund and industry will invest an estimated £58m to harness the power of immersive technologies and double the UK's share of the global creative immersive content market by 2025. We will also jointly invest £64m in an Arts and Humanities Research Council programme to deliver eight partnerships between universities and creative businesses across the UK, creating 900 business-led collaborations, 360 jobs and 65 new businesses, backed by a national Policy and Evidence Centre.

Business Environment

- Tackle copyright infringement, continue to address the transfer of value from creative industries and progress work on closing the value gap at the European and domestic levels. We will convene online intermediaries and rights holders to consider the need for and agree new Codes of Practice in: social media, digital advertising and online marketplaces. We will also extend investment for the successful 'Get it Right' copyright education campaign.
- Reduce barriers to accessing finance for growth. The British Business Bank will seek to improve access to finance for high-growth firms outside London - including creative businesses - via a commercial investment programme to support clusters of business angels. We will help creative firms access finance by investing up to £4m (subject to business case) in a programme of intensive business investment readiness support.
- Build on strong export performance to drive a Global Britain. We will create an industry and government Trade and Investment Board targeting a 50 per cent increase in creative industries exports by 2023.

People

- To increase the supply and diversity of skills and talent in the creative industries, government will make up to £2m available (subject to business case) to support an industry-led creative careers programme aiming to reach at least 2,000 schools and 600,000 pupils in two years and industry development of apprenticeship standards. Industry will provide further leadership on diversity and scope expanding the voluntary Skills Investment Fund supporting on-the-job training.

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

Date: 13 June 2018

Subject: **Policy framework and Local Inclusive Industrial Strategy update**

Director: Liz Hunter, Interim Director of Policy and Strategy

Author(s): Marc Eatough and Jo Barham

1 Purpose of this report

1.1 This report provides an update to the LEP Board on:

- The emerging City Region policy framework and associated early draft outcome and impact measures.
- Work to identify how distinctive the Leeds City Region is from an Industrial Strategy perspective, including identifying areas of comparative advantage, such as key sector strengths, assets and growth opportunities.
- Work to further develop the proposed 'big ideas' that could form the basis of the City Region's Local, Inclusive Industrial Strategy, including partner engagement to help shape and test emerging proposals.

1.2 Members of the Board are invited to note the update and comment on progress of the work, in particular the outcome measures presented in the draft impact framework.

2 Information

Context

2.1 As previously reported, work is progressing to replace the Strategic Economic Plan with a broader policy framework and Local, Inclusive Industrial Strategy (Appendix 1), providing a more flexible and agile approach to policy development.

2.2 This begins with the 2035 ambition for Leeds City Region to have a £100bn plus economy, becoming a positive, above average contributor to the UK economy. The policy framework extends across the full spectrum of activity delivered by the LEP / Combined Authority and partners to tackle four key challenges agreed by the LEP Board:

- The City Region's productivity gap with national and international peers is too large and growing.
- Investment, particularly private sector investment in research and development is too low.
- Living standards in the City Region have stalled.
- Stubborn deprivation persists.

Outcomes and Impact Framework

- 2.3 The City Region's new policy framework needs to set out what success looks like to drive productivity and inclusive growth. This will be built around a set of outcomes and measures, which can be used to target and evaluate potential future projects and initiatives.
- 2.4 It is proposed that there will be a small set of headline targets and associated indicators linked to priority policy themes, with a clear focus on delivering inclusive growth. These metrics do not just apply to Combined Authority / LEP programmes, but should be seen as metrics for collective partnership working across the City Region. The draft outcome and impact framework is included in Appendix Two of this report.
- 2.5 The proposed indicators presented in Appendix 2 draw upon the Strategic Economic Plan (2016) Good Growth Framework, and associated strategies and delivery plans for the policy areas (for example, the Employment and Skills Plan, the Innovation Strategy, the Transport Strategy and emerging Energy Strategy).
- 2.6 The metrics represent a first draft and will be subject to ongoing discussion with LEP / Combined Authority key Governance groups and partners to ensure these are the right metrics.
- 2.7 An exercise is underway to determine the baseline position for each headline outcome indicator and to map existing strategies and performance frameworks against the proposed metrics. This will help to address gaps and provide a basis for future projects and initiatives to be reviewed against, ensuring that overarching aims are being addressed. It will be important to ensure that the links between each of the policy areas within the framework are reflected and understood, with a clear overview of the level at which delivery is taking place. The draft baseline indicators for business and workforce policy areas are also included in Appendix 2.

Leeds City Region's distinctiveness

- 2.8 As part of informal discussions with Government, it has become clear that local, industrial strategies need to demonstrate distinctive local economic strengths and should be focused on specific opportunities rather than being catch-all documents in the manner of Strategic Economic Plans.
- 2.9 Building on this steer, work has been developed to understand how distinctive Leeds City Region is from an Industrial Strategy perspective.

Distinctiveness can be considered in a number of ways including:

- Comparative advantage of sectors/ specialisms.
- Local assets and identified strengths/ areas of activity in niche sectors.
- Future plans for sectors.
- Wider place assets/ distinctiveness.

2.10 In terms of locally defined distinctiveness and future priorities, there is a clear opportunity for Leeds City Region in relation to Tech (e.g. medical technologies), and niche manufacturing (e.g. digital manufacturing), which is reflected in the importance for digital tech in the proposed ideas for Leeds City Region's local, inclusive industrial strategy and aligning with national priorities (see below). Further work is underway to progress these opportunities within the Leeds City Region Digital Framework for investment and a collective narrative/ ambition for 'digital' across the whole City Region.

2.11 The Leeds City Region Medtech Science and Innovation Audit sets out the strengths of the sector and provides a framework to apply learning from the sector (including a deeper understanding of innovation active companies behaviours). Further work on strengthening our evidence base including work on distinctive strengths, assets and opportunities will be undertaken in advance of the LEP Board Away Day in September.

Emerging proposals for the Local, Inclusive Industrial Strategy

2.12 While there is no official Government position on the approach that should be taken to local industrial strategies, there is an ambition to position the City Region so that it forms part of the first wave of local industrial strategies agreed by government by March 2019 and shapes the submission to the 2018 Budget.

2.13 Work has progressed to further develop the three concepts which could form the basis of the proposals for the Leeds City Region Local, Inclusive Industrial Strategy:

- Private sector-led productivity revolution.
- Leeds City Region transformed by Digital Tech.
- Inclusive Growth Corridors.

Progress on each of these ideas is set out below.

Private sector-led productivity revolution

2.14 The private sector-led productivity revolution aims to boost productivity and improve living standards. A workshop event was held in March, where proposals for the productivity revolution were discussed by a range of stakeholders including universities, business representatives and local authorities. The proposals were also informed by the BIG Panel (March and May 2018 meetings), and following further analysis, there are also now links to

emerging practical projects and programmes that can potentially boost productivity, namely:

- **Business Productivity Pilot;** pilot activity remove the requirement of businesses to create new jobs (although these would, of course, remain welcome), and instead award grants to businesses that make clear and measurable commitments to improving their productivity following capital investment.
- **Investment Readiness and Economic Resilience programmes:**
 - Tailoring advice and guidance to ensure that businesses are aware of the available range of options and are ready to access finance.
 - Supporting businesses to respond to significant changes to the economy identifying opportunities and mitigating potential risks from events including the impact of Brexit
- **Business Heroes:** Business heroes will be at the core of a private sector-led productivity revolution. Business heroes will be key spokespersons, advocates and ambassadors for business productivity and the City Region, its ambition and future plans. They will also contribute to ensuring messages are prominent at key industry forums and help define the strategic industry imperatives.

2.15 These projects and programmes build on existing programmes which also have a role in boosting the region's productivity, including: strategic business growth programme, manufacturing growth programme, access innovation and resource efficiency fund. Insights from all of these can support development of a more clear and detailed understanding of what productivity actually means to business, how it can be applied to business support programmes and what the best ways are to measure it at both a firm level and a city region. This work is contributing to the broader policy framework outcomes development, which is described in more detail above.

Leeds City Region transformed by Digital Tech

2.16 As previously reported, the Digital Framework is now being progressed alongside work to develop the new Local, Inclusive Industrial Strategy. Although these are separate strands of work with different timescales, the Digital Framework - once established - will contribute significantly to the narrative and objectives of the digital and tech focused Local, Inclusive Industrial Strategy. Activity is structured around five themes, and includes, supporting the Medtech Science and Innovation Audit, digital skills for all and digital infrastructure.

2.17 Since the last Board meeting, a series of small, facilitated pre-consultation workshops took place to test some of the emerging thinking. These followed on from the Local Authority Officers working group and a series of other discussions and presentations. Feedback was positive the proposals are

headed in the right direction and the draft framework has been refined to reflect the comments received.

- 2.18 To ensure as much buy-in and support to this Framework from the people who will be impacted by it, the plan is to launch the online consultation for the Digital Framework using our new Engagement Hub in May, following Chief Executives meeting in late May.
- 2.19 The Industrial Strategy's Strength in Places Fund is expected to be announced in late May. The Leeds City Region Medtech Science and Innovation Audit is likely to form the basis of a bid to the fund building on significant opportunities and networks within this sector for Leeds City Region.

Inclusive Growth Corridors

- 2.20 To maximise the benefits of transformational infrastructure projects such as High Speed 2 (HS2) and Northern Powerhouse Rail, a series of inclusive growth corridor plans for Leeds City Region are being developed. A key objective of these plans is ensure that all communities are able to benefit from the economic growth opportunities these schemes will bring to the City Region. Inclusive Growth Corridors are one of the key strands of the Leeds City Region Connectivity Strategy.
- 2.21 A range of connectivity options for the proposed corridor areas are in the process of being scoped through an options assessment which includes consideration of objectives including:
- Promoting accessibility to the most deprived areas and communities.
 - Improving accessibility to areas of employment.
 - Promoting options that align with planned commercial, industrial and housing growth.
- 2.22 Since the last LEP Board meeting, a series of workshops have been held with District partners and facilitated by Arup Further workshops are planned to review and refine stakeholder feedback, and to roll out the process to the rest of the corridors.

Ongoing engagement

- 2.23 In addition to regular meeting with universities and through the Business Communication Groups, existing groups are being developed to ensure their remit supports work on developing the policy framework and local, inclusive industrial strategy. An existing Heads of Policy group for local authorities is being refreshed with a renewed focus including members from across Leeds City Region on the industrial strategy and policy framework. This will provide a key opportunity for local authority input. The Heads of Policy group will run in parallel with a Heads of Economic Development group ensuring that activities are developing and aligning with activity delivered by local authorities.

3 Financial Implications

3.1 There are no staffing implications in relation to this report.

4 Legal Implications

4.1 There are no staffing implications in relation to this report.

5 Staffing Implications

5.1 There are no staffing implications in relation to this report.

6 External Consultees

6.1 Details of consultation activity included in paragraphs 2.14 - 2.25 above.

7 Recommendations

7.1 Members of the LEP Board are invited to note progress on the development of this local, inclusive industrial strategy and policy framework. Board members are also invited to comment on the proposed themes impact framework attached at Appendix 2.

8 Background Documents

8.1 None.

9 Appendices

Appendix 1: Leeds City Region Policy Framework

Appendix 2: Leeds City Region Impact Framework

VISION

“TO BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE”

[range of expressions of this vision will be developed so that it speaks to our different audience in a language and format they understand]

PRIORITIES

**BOOSTING PRODUCTIVITY & EARNING POWER
&
INCREASING LEVELS OF INNOVATION & R&D**

**TACKLING STUBBORN DEPRIVATION
&
IMPROVING LIVING STANDARDS**

**INTEGRATED POLICY FRAMEWORK TO ADDRESS THESE PRIORITIES
(COVERING POWERS & FUNDING)**

EVIDENCE BASE / POLICY DEVELOPMENT - ONGOING

BUSINESS & WORKFORCE

GROWING & PRODUCTIVE ECONOMY

(Science & innovation, R&D, enterprise, digital, trade and investment)

LIFELONG LEARNING

(Skills, opportunity, progression, young people, education)

HEALTHY & INCLUSIVE WORKFORCE

(Good work, welfare, health & Wellbeing)

INDUSTRIAL STRATEGY

3 BIG IDEAS TO BOOST PRODUCTIVITY & EARNING POWER

1. PRODUCTIVITY REVOLUTION
2. THE DIGITAL TECH REGION
3. INCLUSIVE GROWTH CORRIDORS

PLACE & CONNECTIVITY

TRANSPORT, CONNECTIVITY & MOBILITY

(World class connectivity)

STRATEGIC HOUSING & EMPLOYMENT SITES

(Affordable housing, stronger communities)

ENERGY, CLEAN GROWTH & THE ENVIRONMENT

(Green & sustainable city region)

QUALITY OF LIFE

(High quality culture and citizen experience)

PARTNER PLANS & STRATEGIES

GOLDEN THREAD

INCLUSIVE GROWTH

IMPROVING PRODUCTIVITY

PLACE LEADERSHIP

INTEGRATED INVESTMENT

IMPACT AREAS

GROWTH & PRODUCTIVITY

GOOD JOBS

INCREASED EARNINGS

SKILLS UPLIFT

REDUCED DEPRIVATION

ENVIRONMENTAL SUSTAINABILITY

DIFFERENCE FOR WHOM (COHORTS/SEGMENTATION)

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VISION

A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE

AMBITIONBY 2036....

- To have a £100bn plus economy, becoming a positive, above average contributor to the UK economy;
- To close the productivity gap with x (appropriate exemplar);
- To reduce the proportion of jobs that pay less than the real living wage by x
- To hit the 2.3% for private sector investment in innovation;
- To reduce the employment rate gap for all disadvantaged groups by x (including all disabled groups);
- To deliver 10,000 to 13,000 new homes per annum of which x will be affordable

PERFORMANCE FRAMEWORK & KEY METRICS
(BASELINE/INTERIMS & LONG TERM TARGETS BEING DEVELOPED)

BUSINESS & WORKFORCE		PLACE		TRANSPORT & CONNECTIVITY	
IMPACT AREA	METRIC	IMPACT AREA	METRIC	IMPACT AREA	METRIC
GROWTH & PRODUCTIVITY	<ul style="list-style-type: none"> Economic output (£ billion per year) Output per head (£ per hour worked) Business birth, death and net rates Exports as a % of GVA 	COMMUNITIES	<ul style="list-style-type: none"> Absolute low income – children living in households with income below 60% of medium income Residents satisfaction with their local area - % of people either satisfied/dissatisfied with their neighbourhood Quality of life/place – Halifax quality of life survey 	TRANSPORT	<ul style="list-style-type: none"> Satisfaction with transport infrastructure National Highways & Transport Survey Satisfaction with public transport (WYCA customer survey) Widening labour markets (deprived communities) – access to urban centres/employment within 20/40 mins using public transport/cycling, etc. Mode share (Key route network speeds/Traffic volumes, Km of new cycle facilities) % of smartcard/m-ticket transactions
INNOVATION	<ul style="list-style-type: none"> R&D expenditure (public/private) Investments by British private sector equity & venture capital association members % of firms engaged in product & process innovation (UK Innovation Survey) 	ENERGY & ENVIRONMENTAL SUSTAINABILITY	<ul style="list-style-type: none"> CO2 emissions per capita Air quality (% deaths attributed to air pollution) % of households in fuel poverty Area of land experiencing a reduction in flooding likelihood (hectares – EA stats) 	BROADBAND	<ul style="list-style-type: none"> Business premises with superfast broadband service made available Households with superfast broadband service made available Download speeds Take-up
GOOD JOBS AND EARNINGS	<ul style="list-style-type: none"> Employment rate (% of working population) Economic inactivity rates (% of working age population) 20% earn less than (£ per week) / real living wage Weekly median wages (£) 	SITE DEVELOPMENT	<ul style="list-style-type: none"> Area of developed land (hectares) Housing units completed by tenure/affordability House price/land value/rental effects Commercial floor space constructed/refurbished 		
SKILLS & TALENT	<ul style="list-style-type: none"> % of working age population with NVQ Level 4 qualification % of working age population with no qualifications 				

Agenda Item 22
Appendix 2

Baseline position for business & workforce impact themes

Impact theme	Suggested metrics	Baseline (Source: SEP, 2016)	
		LCR	UK
Growth & productivity (2014 data)	Economic output (£ billion per year)	62.4	1,618
	Output per head (£ per hour worked)	27.2	31.0
	Business demography - net increase per 10k people	13.4	16.2
Improving levels of innovation & R&D 236	R&D spend per head Y&H figure	£243	£474
	Investments by British private sector equity & venture capital association members	TBC	TBC
	% of firms engaged in product & process innovation (UK Innovation Survey / LCR Business Survey)	TBC	TBC
Good jobs and earnings (2015 data)	Employment rate (% of working population)	72.2	73.2
	Economic inactivity rates (% of working age population)	22.8	22.5
	20% earn less than (£ per week)	214	219
	Weekly median wages (£)	400	426
Skills and talent (2014 data)	% of working age population with NVQ Level 4 qualification (degree level or equivalent)	30.6	35.8
	% of working age population with no qualifications	9.9	8.6

The baseline position for the connectivity and place clusters are being developed.