

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING TO BE HELD AT 10.30 AM ON TUESDAY, 11 JULY 2017
IN WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS LS1 2DE**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 28 APRIL 2017**
(Pages 1 - 4)
- 5. EMPLOYMENT & SKILLS**
Members will be given a presentation from Steph Burras, Chair of the Employment & Skills Panel.
(Pages 5 - 28)
- 6. OVERVIEW & SCRUTINY COMMITTEE'S SEP DELIVERY WORKING GROUP
- FEEDBACK AND RECOMMENDATIONS**
(Pages 29 - 34)
- 7. LOAN TO OXFORD GB2 (LEEDS HILTON)**
(Pages 35 - 36)
- 8. WYCA FORWARD PLAN**
(Pages 37 - 44)
- 9. WYCA CORPORATE PLAN**
(Pages 45 - 62)
- 10. WYCA BRAND IDENTITY**
(Pages 63 - 72)

11. WYCA ACCOMMODATION STRATEGY

(Pages 73 - 82)

12. DEVOLUTION

A verbal update will be given.

13. ITEMS FOR FEEDBACK TO WYCA

Signed:

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font. A horizontal line is drawn underneath the signature, extending to the right.

WYCA Managing Director



**MINUTES OF THE MEETING OF THE
OVERVIEW AND SCRUTINY COMMITTEE
HELD ON FRIDAY, 28 APRIL 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Robert Light (Chair)	Kirklees Council
Councillor Stephen Baines	Calderdale Council
Councillor James Baker	Calderdale Council
Councillor Ian Cuthbertson	City of York Council
Councillor Michael Ellis	Bradford Council
Councillor Peter Harrand	Leeds City Council
Councillor Fozia Shaheen	Bradford Council

In attendance:

Councillor Peter Box	Chair, WYCA (to minute 64)
Ben Still	WYCA
Caroline Allen	WYCA
James Flanagan	WYCA
Ruth Chaplin	WYCA

60. Apologies for Absence

Apologies for absence were received from Councillors B Boyce, J Brooks, D Foster, K Groves, M Isherwood, A Manifold, N Mohammed, J Pryor and B Rhodes

61. Declarations of Interest

Councillor Ellis declared an interest as he is a member of the Regional Flood and Coastal Committee and Airedale Drainage Commission.

62. Exclusion of the Press and Public

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

63. Minutes of the Meeting held on 22 March 2017

Resolved: That the minutes of the meeting held on 22 March 2017 be approved and signed by the Chair.

64. Devolution Update

The Chair welcomed Councillor Peter Box to the meeting and he provided members with an overview of the progress and challenges in securing an ambitious, economically-led mayoral devolution deal for Leeds City Region.

Councillor Box outlined the various policy options for a mayoral devolution deal which had been considered by WYCA on 2 February 2017. WYCA had requested a formal response from Government on the proposal for a Leeds City Region deal which was submitted to HM Treasury in September 2015, with a view to agreeing a way forward. Councillor Box advised members of correspondence with the Secretary of State for Communities and Local Government and of a subsequent meeting held with Yorkshire's Leaders on 9 March 2017. The Secretary of State had requested that options be put to central government based on the guiding principles outlined in his letter, followed by an early meeting with a view to concluding a deal as soon as possible this year. It was acknowledged that the announcement of the General Election on 8 June 2017 would impact on this but Councillor Box stressed that a meeting would be sought with the Secretary of State at the earliest opportunity.

Councillor Box commented that Leeds City Region had secured the biggest Growth Deal in the country, established the £1bn West Yorkshire Plus Transport Fund and agreed a non-mayoral devolution deal. However it was recognised that without a mayoral deal the future funding and delivery of local growth programmes and investments could become more problematic and the areas which had secured deals with directly elected 'metro' Mayors would benefit from enhanced funding opportunities and devolved and delegated decision making.

Members discussed the geographic footprint proposals and Councillor Box confirmed he would be prepared to support a mayoral deal for the City Region based on the Government's formal agreement to the 'asks' submitted to HM Treasury in September 2015 and that WYCA would consider supporting a deal based on a bigger geography but subject to making a robust business and economic case. Councillor Box stressed that Government had to be fair and even-handed in its approach to devolution. For example in explaining why a type of deal agreed to in one area could not be permitted in another.

Councillor Box was thanked for attending the meeting and for the informative discussion. The Committee would continue to be kept informed of any further developments.

Resolved: That the current progress in respect of securing a devolution deal for the

Leeds City Region be noted.

65. Governance Arrangements

The Committee considered a report which sought members' views on the governance arrangements which had been considered and approved by WYCA at its meeting held on 6 April 2017.

Members welcomed the proposals outlined in the report which was attached at Appendix A. It was proposed to integrate LEP Panels into WYCA's decision making structure with the first cycle of new advisory committees to commence in September. The LEP Board would be asked to agree the revised committee arrangements including a proposal to appoint 2 non-voting private sector representatives to the Transport Committee at their next meeting.

It was noted that the Committee had previously discussed the changes to governance arrangements required by Order of the Secretary of State in respect of Overview & Scrutiny arrangements and these would take effect from 8 May 2017. Members highlighted the changes which affected the quorum for the Committee and the need to ensure that two thirds of the membership would need to be in attendance at future meetings. They asked that this be brought to the attention of the District Council Leaders and Chief Whips of all their political parties before their Annual Meetings.

Resolved:

- (i) That the Overview & Scrutiny Committee endorse the proposals outlined in the report to be considered by the LEP Board and WYCA.
- (ii) That the forthcoming changes to the quorum of the Committee be brought to the attention of the District Council Leaders and Chief Whips of all their political parties.

66. Items for Feedback to WYCA

It was requested that WYCA be advised that the Committee welcomed the proposals in respect of the revised governance arrangements.

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Director: Sue Cooke
Author: Michelle Burton



Report to: Overview and Scrutiny Committee
Date: 11 July 2017
Subject: Employment and Skills achievements and forward plan

1 Purpose

- 1.1 To update the Committee on the programme of work overseen by the Employment and Skills Panel and seek their views on forward plans.

2 Information

- 2.1 The Employment and Skills Panel oversees programmes intended to meet future job demands and to enable people from all communities in the city region to secure more and better jobs.

- 2.2 The Panel includes the following Local Authority members:

Cllr Susan Hinchcliffe - Bradford Council
Cllr Cliff Lunn - North Yorkshire County Council
Cllr Mohammed Rafique - Leeds City Council
Cllr Carol Runciman - City of York Council
Cllr Dan Sutherland - Calderdale Council

The Panel is also attended by Merran McRae, Chief Executive of Wakefield Council, as lead Chief Executive for Skills.

- 2.3 A copy of the LCR Employment and Skills Plan 2016-20 is attached at **Appendix 1**.
- 2.3 Stephanie Burras, Chair of the Employment and Skills Panel and member of the LEP Board, will attend the meeting to deliver a presentation and to seek the Committee's views.

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 The Committee is asked to note the presentation and to comment on current and planned activity.

8 Background Documents

8.1 None.



LEEDS CITY REGION EMPLOYMENT AND SKILLS PLAN

SKILLED PEOPLE, BETTER JOBS
2016-2020

WWW.THE-LEP.COM/SKILLS

JUNE 2016



FOREWORD



Skilled people, better jobs is one of our four key priorities set out in our refreshed Strategic Economic Plan (SEP) to help us deliver our vision to be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

This Plan sets out how we, the LEP and West Yorkshire Combined Authority, alongside our partners, will work together over the next four years to contribute to the vision of our SEP by meeting future job demands and enabling people from all communities in Leeds City Region to secure more and better jobs.

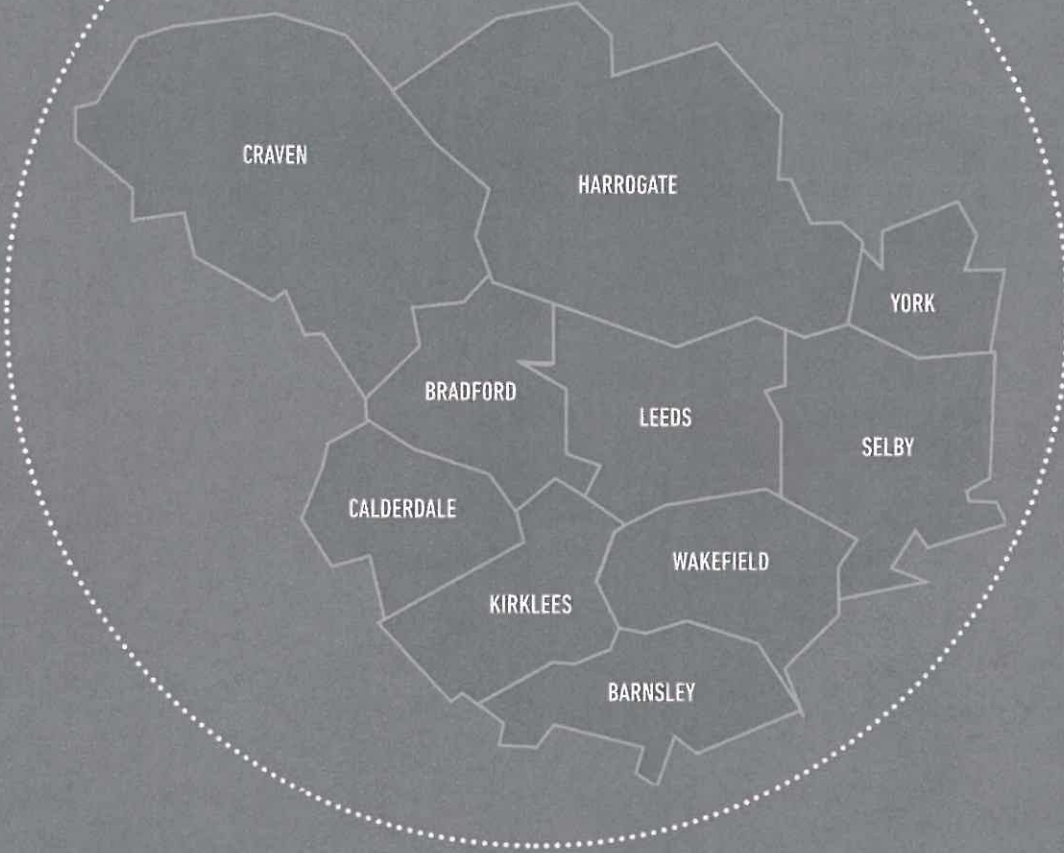
We have a strong track record of tackling employment and skills challenges. Last year, we launched our skills service to **help businesses find the right training** for their employees to learn new skills and providing up to 50% funding to deliver it. We are now responsible for directing devolved government funding, which is enabling businesses that have not already taken on an apprentice to **employ young people** and explore new opportunities for growth. The LEP's youth employment programmes have outperformed national comparators and as a result of these programmes and growth in the regional economy, **youth unemployment has fallen dramatically** in Leeds City Region since 2012. We are also **building strong links between schools and businesses**, enabling young people to set off on a route to an exciting career and a prosperous future. Our Region's further education colleges are also benefiting from £79 million of funding through our Growth Deal to invest in upgraded facilities and premises to create world-class learning environments across the City Region.

Whilst is a fantastic start, we acknowledge that we must continue to raise the bar to ensure that more and better jobs are accessible across all communities, and that our City Region has the right mix of skills to drive success both now and in the future.

We have developed this Plan in consultation with partners over several months and would like to thank everyone who has taken the time to contribute. Our partners have been crucial in working with us to develop this Plan and continuing these powerful partnerships will be critical to its delivery. We look forward to working with you over the coming years to tackle our challenges, build on our successes and deliver good growth, leading to good lives, across our City Region.

ROGER MARSH OBE
CHAIR, LEEDS CITY REGION ENTERPRISE PARTNERSHIP

LEEDS CITY REGION



HEADLINE PLAN

OUR EMPLOYMENT AND SKILLS PLAN SETS OUT HOW WE AND OUR PARTNERS WILL WORK TOGETHER OVER THE NEXT FOUR YEARS TO CONTRIBUTE TO THE VISION OF THE LEEDS CITY REGION STRATEGIC ECONOMIC PLAN:

"TO BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE"



THROUGH THIS PLAN, WE AND OUR PARTNERS WILL CONTRIBUTE TOWARDS THE OUTCOMES OF THE STRATEGIC ECONOMIC PLAN, INCLUDING PROGRESS TOWARDS:





RAISE THE BAR ON HIGH LEVEL SKILLS

- Design and deliver a programme of activity to address a deficit of STEM skills, particularly Maths
- Ensure that provision addresses current and future labour market requirements, including identifying high level skills gaps and shortages
- Attract, develop and retain high level skills and capabilities to drive productivity and innovation within the region
- Raise aspiration among all ages and communities to progress into higher level learning
- Develop and simplify technical routes into higher level learning and employment to address existing and future skill requirements



MORE AND BETTER APPRENTICESHIPS

- Support businesses to understand and make the most of apprenticeships, particularly in the context of the apprenticeship levy and reforms
- Support people to access traineeships and apprenticeships as a pathway into rewarding careers
- Increase take-up and provision of apprenticeships (particularly advanced, higher and degree apprenticeships)



GREAT EDUCATION CONNECTED TO BUSINESSES

- Produce high quality labour market information and forecasting of future employment opportunities
- Improve the relevance of learning in schools, colleges and universities to increase attainment and employability
- Ensure that careers information advice and guidance is impartial, based on robust LMI and targeted at parents and teachers as well as pupils
- Increase meaningful engagement between businesses and students in schools, colleges and universities



EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL

- Shape programmes to help unemployed young people and adults to move into work, sustain and progress in employment
- Forecast labour market opportunities and shape support for people to access pipeline of new job opportunities, particularly in growth sectors
- Equip people with the skills needed to progress in work including low paid workers and those in receipt of in-work benefits
- Maximise positive connections between health, jobs and prosperity and address barriers to work to help individuals to meet their economic potential



BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT

- Ensure that training provision and facilities meet current and future needs of businesses, individuals and the wider economy
- Reduce skills shortages facing businesses in growth sectors by growing and attracting talent
- Increase proportion of businesses of all sizes and sectors in Leeds City Region training their staff
- Develop leadership and innovation skills for business growth



INFRASTRUCTURE

Gear up to deliver major schemes including High Speed 2 (HS2), the £1 billion West Yorkshire Transport Fund and low carbon projects, and ensure that we maximise the associated employment opportunities for Leeds City Region residents



DIGITAL SKILLS

Become the UK's capital of tech and digital skills by attracting and growing talent in programming, coding, software development and data analysis



ENGINEERING AND MANUFACTURING

Addressing high volume of opportunities generated by replacement demand, with a requirement for a higher skill level than the existing workforce

MORE AND BETTER APPRENTICESHIPS

THE LEP AND PARTNERS ARE KEEN TO RAISE AWARENESS OF APPRENTICESHIPS AMONG YOUNG PEOPLE AND PARENTS AS A PATHWAY TO EXCITING CAREER OPPORTUNITIES. WE WANT TO HELP BUSINESSES MAKE THE MOST OF APPRENTICESHIPS, TO ACCESS AND GROW THE FUTURE TALENT THAT THEY NEED.

The City Region is keen to play its part in achieving the Government's ambition to create 3 million new apprenticeship opportunities within the lifetime of this Parliament.

Since 2012, the Apprenticeship Hubs programme has provided a local point of contact for free, independent, co-ordinated advice and support for SMEs and young people. Through the programme 2,941 SMEs have been engaged and 2,367 young people have started new apprenticeship opportunities to date.

From August 2015, the Combined Authority has managed the Apprenticeship Grant for Employers (AGE) on a devolved basis and has introduced incentive rates to encourage the take up of apprenticeships in line with economic priorities.

OUR ASPIRATIONS:



By 2020 every business employing more than 25 people should be aware of the benefits of apprenticeships



Smaller firms will be supported to recruit apprentices for the first time



Support at least 1,000 SMEs each year to offer apprenticeships



Demonstrate a year on year increase in new apprenticeship opportunities in economic priority subject areas

HOW WE WILL DO THIS

PRIORITIES:

1

SUPPORT BUSINESSES TO UNDERSTAND AND MAKE THE MOST OF APPRENTICESHIPS, PARTICULARLY IN THE CONTEXT OF THE APPRENTICESHIP LEVY AND REFORMS

2

SUPPORT PEOPLE TO ACCESS TRAINEESHIPS AND APPRENTICESHIPS AS A PATHWAY INTO REWARDING CAREERS

3

INCREASE TAKE-UP AND PROVISION OF APPRENTICESHIPS (PARTICULARLY ADVANCED, HIGHER AND DEGREE APPRENTICESHIPS)

ACTIONS FOR THE LEP AND PARTNERS:

- Disseminate the impact of reforms to businesses, employer forums and training providers
- Support larger businesses in implementing reforms including the levy and understanding the benefits of apprenticeships to their organisations
- Support growth in apprenticeships in public sector organisations
- Engage more SMEs to offer apprenticeships through impartial and independent support
- Incentivise employers to offer apprenticeships in line with economic priorities through devolved programmes

- Support school engagement activity through Apprenticeship Hubs, ESIF programmes and the LEP's schools engagement activity
- Work in partnership with providers, contracted services and the LEP's broader business-facing services
- Grow and effectively deploy Young Apprenticeship Ambassadors
- Promote apprenticeships at advanced, higher and degree levels
- Increase referrals from Jobcentre Plus and improve vacancy awareness of Jobcentre Plus staff

- Identify opportunities to develop new frameworks in priority sectors and at advanced, higher and degree levels
- Promote advanced, higher and degree apprenticeships as part of the career progression route to schools, sixth forms and FE colleges
- Work closely with partners to support development of new apprenticeship frameworks and to strengthen the City Region's apprenticeship offer in line with economic priorities

RAISING THE BAR ON HIGH LEVEL SKILLS

THE CITY REGION HAS SEEN QUALIFICATION LEVELS CONTINUE TO IMPROVE AT ALL LEVELS. HOWEVER, THE GAP BETWEEN LEEDS CITY REGION AND THE NATIONAL AVERAGE AT LEVEL 4 AND ABOVE IS WIDENING, PARTICULARLY IN COMPARISON WITH LONDON.

There is significant variation between local authority areas and the City Region does not compare well with other LEP areas on this indicator; only 14 of 39 LEPs have a smaller proportion with qualifications at Level 4 and above.

Closing this gap remains a vital priority, due to the links between higher qualifications and productivity, earnings and economic resilience. The City Region lags behind national levels on a number of key indicators including productivity, GVA per capita and change in employment levels. This is likely to be in part due to the working population's lower skill levels. The LEP's forecasts show that there will continue to be a high level of employment opportunities at level 4 and above in key sectors in the period to 2022.

Across all sectors, job seekers will require higher qualifications than the current workforce in order to access opportunities. A major challenge is to ensure that our population has the skill levels that they'll need to access these jobs.

OUR ASPIRATIONS:



Increase the proportion of the working age population with higher level qualifications (Levels 4-7)



Close the gap to the national average and exceed other core city regions.

HOW WE WILL DO THIS

PRIORITIES:

ACTIONS FOR THE LEP AND PARTNERS:

1

DESIGN AND DELIVER A PROGRAMME OF ACTIVITY TO ADDRESS A DEFICIT OF STEM SKILLS, PARTICULARLY MATHS

- Secure resources to run a major campaign to improve maths teaching and attainment
- Fully embed activity to address a deficit of STEM skills into all skills activity including schools engagement, employment support, apprenticeship activity and SME skills support

2

ENSURE THAT PROVISION ADDRESSES CURRENT AND FUTURE LABOUR MARKET REQUIREMENTS, INCLUDING IDENTIFYING HIGH LEVEL SKILLS GAPS AND SHORTAGES

- Continue to build on the LEP's track record of producing high quality labour market information and forecasting.
- Anticipate future high level skills requirements
- Communicate with universities, colleges and private providers about high level skills shortages
- Through business-facing services, support employers to interface with the city region's providers to access appropriate provision

3

ATTRACT, DEVELOP AND RETAIN HIGH LEVEL SKILLS AND CAPABILITIES TO DRIVE PRODUCTIVITY AND INNOVATION WITHIN THE REGION

- Proactively promote a holistic and joined-up HE and FE offer to businesses and individuals, linking skills provision with business growth opportunities and fully integrating the HE and FE skills and business support offer into LEP and local authority business support activity
- Build links between businesses, colleges and universities to support and stimulate innovation
- Raise awareness of the value that graduates add to businesses, particularly to smaller businesses in order to stimulate demand for taking on those with higher level skills
- Attract talent into the city region by working effectively with business to showcase our high skilled opportunities to individuals both within and outside the Leeds City Region
- Increase interaction between businesses and people studying at all levels (e.g. through work experience placements and internship programmes)

4

RAISE ASPIRATION AMONG ALL AGES AND COMMUNITIES TO PROGRESS INTO HIGHER LEVEL LEARNING

- Deliver activity to raise young people's aspirations to progress into higher level learning, particularly low participation groups
- Deliver activity to encourage progression from low paid work into higher level learning, greater earnings and productivity
- Stimulate demand among businesses to upskill their staff by supporting businesses with succession planning through business-facing services

5

DEVELOP AND SIMPLIFY TECHNICAL ROUTES INTO HIGHER LEVEL LEARNING AND EMPLOYMENT TO ADDRESS EXISTING AND FUTURE SKILL REQUIREMENTS

- Engage with businesses to strengthen Higher, Advanced and Degree apprenticeship provision
- Develop routes into technical education at Levels 4-7 and promote to young people, parents and businesses

GREAT EDUCATION CONNECTED TO BUSINESSES

DESPITE SOME GOOD PRACTICE IN THE CITY REGION WITH MANY EXCELLENT SCHOOLS, COLLEGES AND UNIVERSITIES, ENGAGEMENT BETWEEN EDUCATION AND BUSINESSES IS INCONSISTENT.

Many more young people in our City Region's schools, colleges and universities should have access to sustained and meaningful engagement with employers to develop enterprise and employability skills, gain a realistic idea of the career opportunities open to them and increase their knowledge of the routes to accessing these careers. For those who miss out this has a detrimental impact on attainment and employability and leaves too few people taking pathways into employment in growth sectors. Only 15%* of businesses in Leeds City Region offer work inspiration or experience.

Through the Leeds City Region Skills Network, robust intelligence is shared with a provider network of eight Universities, 13 colleges and over 600 private training providers. The Leeds City Region Headteachers Advisory Network has also recently been established to increase joint working with schools.

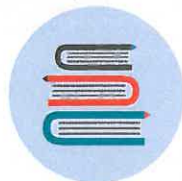
The LEP's Enterprise Adviser programme is making links between businesses and schools at a strategic level and there is an ambition to engage with all schools at some level by 2017. This is, and will continue to be, closely aligned with local and sector specific schools engagement activity and FE/HE engagement activity with schools.

OUR ASPIRATIONS:

ALL STUDENTS SHOULD HAVE AN ENTITLEMENT TO PLANNED AND PROGRESSIVE CAREERS, ENTERPRISE AND EMPLOYABILITY EDUCATION WHICH CONTRIBUTES TO PERSONAL SKILLS AND CHARACTER DEVELOPMENT:



Produce high quality LMI and forecasting of future employment opportunities



Improve the relevance of learning in schools, colleges and universities to increase attainment and employability



Ensure that careers information advice and guidance is impartial, based on robust LMI and targeted at parents and teachers as well as pupils



Increase meaningful engagement between businesses and learners in schools, colleges and universities

*UKCES 2014

HOW WE WILL DO THIS

PRIORITIES:

ACTIONS FOR THE LEP AND PARTNERS:

1

PRODUCE HIGH QUALITY LMI AND FORECASTING OF FUTURE EMPLOYMENT OPPORTUNITIES

- Intelligence and forecasting will continue to be a key role of the LEP

2

IMPROVE THE RELEVANCE OF LEARNING IN SCHOOLS, COLLEGES AND UNIVERSITIES TO INCREASE ATTAINMENT AND EMPLOYABILITY

- Influence schools, colleges and universities to ensure that LMI is used to develop course content and that employers are engaged
- Devise, deliver and influence employability and enterprise activity, particularly linked to employment growth and skills shortage sectors
- Influence national and local programmes, stakeholders and funding streams including European Social Funding

3

ENSURE THAT CAREERS INFORMATION ADVICE AND GUIDANCE IS IMPARTIAL, BASED ON ROBUST LMI AND TARGETED AT PARENTS AND TEACHERS AS WELL AS PUPILS

- Work in partnership with schools, colleges, universities and other local/national stakeholders to influence careers Information, Advice and Guidance (IAG) offer
- Support progression to apprenticeships at all levels

4

INCREASE MEANINGFUL ENGAGEMENT BETWEEN BUSINESSES AND LEARNERS IN SCHOOLS, COLLEGES AND UNIVERSITIES

- Devise, deliver and influence programmes to increase meaningful engagement
- Encourage employers to engage with schools at a strategic level and by offering activity through an holistic business support offer

EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL

LEEDS CITY REGION HAS SEEN A DRAMATIC DECREASE IN THE NUMBER OF UNEMPLOYED PEOPLE IN THE CITY REGION; UNEMPLOYMENT HAS FALLEN FROM A PEAK OF 139,000 TO 89,000 IN DEC 2015.*

Through devolved programmes including the City Deal Apprenticeship Hubs programme and youth employment activity, Leeds City Region has addressed local issues through localised and targeted programmes.

However, despite these successes Leeds City Region's employment rate remains one of the lowest in the UK and there are significant variations between local authority areas. Unemployed people in Leeds City Region include a relatively high proportion experiencing significant challenges and barriers to work including health. We estimate that there are around 200,000 in-work benefit claimants in the City Region.**

It is crucial that the LEP and partners work together to move unemployed and under-employed people into the labour market. This will address skills shortages across growth sectors in the City Region and ensure that all of our communities are able to benefit from economic growth.

OUR ASPIRATIONS:

EVERYONE WITH THE POTENTIAL TO WORK IS ABLE TO ACCESS AND PROGRESS IN REWARDING EMPLOYMENT:



Continue to work towards NEET-free City Region ambition, demonstrating a year on year decrease in the number of young people not in education, employment or training



Reduce levels of unemployment and inactivity



Ensure there are pathways for unemployed people, those looking to retrain and people in receipt of in-work benefits to gain skills for employment, particularly in growth occupations

* Annual Population Survey Jan – Dec 2015

** Working Families Tax Credit/Child Tax Credit (160,500), Housing Benefit (41,967) and those in work claiming Universal Credit (3,085); total = 205,552

HOW WE WILL DO THIS

PRIORITIES:

ACTIONS FOR THE LEP AND PARTNERS:

1

SHAPE PROGRAMMES TO HELP UNEMPLOYED YOUNG PEOPLE AND ADULTS TO MOVE INTO WORK, SUSTAIN AND PROGRESS IN EMPLOYMENT

- Influence European Social Funded activity (eg NEET, local flexibility for unemployed, response to redundancy) to ensure that specifications meet local need;
- Grow influence over national programmes to ensure that City Region priorities are addressed

2

FORECAST LABOUR MARKET OPPORTUNITIES AND SHAPE SUPPORT FOR PEOPLE TO ACCESS PIPELINE OF NEW JOB OPPORTUNITIES, PARTICULARLY IN GROWTH SECTORS

- Provide LMI and forecasting
- Work in partnership (with public and private sector) to develop pathways into employment
- Ensure that activity providing first steps into work reflects the needs of the labour market.

3

EQUIP PEOPLE WITH THE SKILLS NEEDED TO PROGRESS IN WORK INCLUDING LOW PAID WORKERS AND THOSE IN RECEIPT OF IN-WORK BENEFITS

- Influence European Social Funded activity (particularly support for in-work claimants) to ensure that specifications meet local need
- Work in partnership with the Department for Work and Pensions Work Coaches and local activity to support people to increase earnings
- Influence employers to grow pathways into more productive work and higher earnings through business-facing activity

4

MAXIMISE POSITIVE CONNECTIONS BETWEEN HEALTH, JOBS AND PROSPERITY AND ADDRESS BARRIERS TO WORK TO HELP INDIVIDUALS TO MEET THEIR ECONOMIC POTENTIAL

- Collaborate with local authorities and delivery organisations to maximise connections between health, jobs and prosperity
- Increase influence over national programmes and government departments to meet City Region needs
- Influence NHS Sustainability and Transformation Plans so they address long-term health conditions that prevent people working

BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT

IN 2015 THE LEP LAUNCHED A SKILLS SERVICE TO SUPPORT SMES TO ACCESS SUPPORT FOR TRAINING LINKED TO THEIR GROWTH AMBITIONS. SINCE THEN OVER 600 BUSINESSES HAVE ACCESSED TRAINING WITH A VALUE OF OVER £2 MILLION.

However, 36% of the workforce in the City Region receives no training supported by their employer and the average amount of training received in a year is only 6.4 days. Low productivity in the City Region is likely to be at least in part due to the lower skills profile of our population.

There are significant skills gaps and shortages in Leeds City Region with 8% of businesses reporting hard to fill vacancies. With availability of talent a major factor in determining where businesses will locate it is essential that skills gaps and shortages are addressed and that businesses are encouraged to play their part in upskilling the workforce.

OUR ASPIRATIONS:

TO HAVE THE BEST TRAINED WORKFORCE IN THE UK AND TO REDUCE SKILLS SHORTAGES REPORTED BY EMPLOYERS:



For employees to receive at least eight days of training per year by 2025



Increase the proportion of employees supported by their employer to receive training

¹ UKCES Working Futures

HOW WE WILL DO THIS

PRIORITIES:

ACTIONS FOR THE LEP AND PARTNERS:

1

ENSURE THAT TRAINING PROVISION AND FACILITIES MEET CURRENT AND FUTURE NEEDS OF BUSINESSES, INDIVIDUALS AND THE WIDER ECONOMY

- Invest devolved revenue and capital funds in modern learning facilities and a relevant curriculum in line with requirements of the economy
- Work closely with partners and providers, including through the Area Review of post-16 education to ensure that provision meets future needs of economy
- Continue to provide robust forecasts of employment trends and skills requirements
- Influence provision through Leeds City Region Skills Network and relationships with individual providers, including through devolved skills funding

2

REDUCE SKILLS SHORTAGES FACING BUSINESSES IN GROWTH SECTORS BY GROWING AND ATTRACTING TALENT

- Work closely with businesses and stakeholders to develop supply of skills in line with labour market need by:
 - raising awareness of career opportunities among those already in the workforce and looking to retrain or relocate
 - attracting and retaining skilled talent
 - influencing and investing in initiatives to address skills shortages, particularly in growth sectors

3

INCREASE PROPORTION OF BUSINESSES OF ALL SIZES AND SECTORS TRAINING THEIR STAFF

- Raise awareness of the importance of investing in skills among businesses
- Broker solutions through the Skills Service, fully integrated with the LEP Growth Service

4

DEVELOP LEADERSHIP AND INNOVATION SKILLS FOR BUSINESS GROWTH

- Ensure that support for leadership and innovation is fully integrated into the LEP Growth Service, including by influencing European Social Funding.

INFRASTRUCTURE SKILLS PIPELINE



MAJOR CAPITAL AND INFRASTRUCTURE SCHEMES IN LEEDS CITY REGION WILL GENERATE A HIGH VOLUME OF EMPLOYMENT OPPORTUNITIES WHICH PRESENT BOTH A CHALLENGE AND A GREAT OPPORTUNITY.

An analysis of major schemes currently in the planning system projects demand for 120,000 workers against the current construction workforce of 107,000 (plus replacement demand). Existing shortage occupations include: civil engineers, labourers, plant operatives, logistics and non-construction occupations. The largest proportion of employment opportunities between 2015 and 2019 will be created by new housing (in excess of 33%) followed by private commercial (25%), public non-housing (<19%) and infrastructure (13%)*.

In addition, HS2 will create 25,000 jobs in the UK, peaking around 2025 with a uniquely high proportion of high level skills. Growth Deal and other public sector investments, particularly the West Yorkshire Transport Fund, will create significant numbers of employment opportunities but there are already skills shortages in the construction sector and these schemes will face competition from other sectors and schemes.

The LEP and the Combined Authority are working in partnership with the Joseph Rowntree Foundation's 'More jobs, better jobs' initiative to embed jobs, skills and poverty reduction in the procurement of major schemes and to develop a Leeds City Region system on social value from procurement, which builds on existing good practice.



* Construction Industry Training Board (CITB), Leeds City Region Construction Labour and Skills Research

ACTIONS FOR THE LEP AND PARTNERS:

MAXIMISE THE EMPLOYMENT OPPORTUNITIES ASSOCIATED WITH MAJOR CAPITAL AND INFRASTRUCTURE SCHEMES

SCHOOLS ENGAGEMENT:

Raise awareness of career opportunities including as a result of HS2 and 3 and West Yorkshire Transport Fund, particularly among girls

Develop technical and employability skills

Increase the number of relevant businesses engaged with the LEP's schools engagement activity

Design and deliver a programme of activity to address a deficit of STEM skills, particularly Maths

FACILITIES AND CURRICULUM:

Influence and invest to ensure that provision addresses current and future economic priorities

Invest in modern learning facilities to meet economic needs

APPRENTICESHIPS:

Offer grant funding to incentivise businesses to offer relevant apprenticeships

Support businesses to recruit apprentices

Strengthen advanced, higher and degree apprenticeship offer to address current and future skills needs

UNIVERSITY AND COLLEGE ENGAGEMENT:

Develop progression routes between the City Region's colleges and universities and the National College for High Speed Rail

Identify, build on and promote relevant research and teaching expertise

RECRUITMENT:

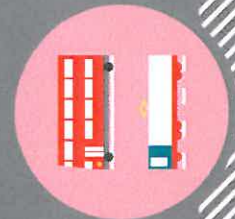
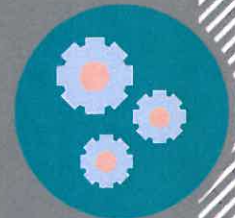
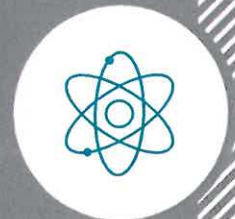
Shape support for unemployed and under-employed people of all ages to access re-training opportunities

Connect people facing redundancy with jobs and retraining

TRAINING AND DEVELOPMENT NEEDS:

Support businesses to address their training needs through the LEP's Skills Service

Work with providers to ensure that the appropriate training is available to meet business needs



DIGITAL SKILLS PIPELINE

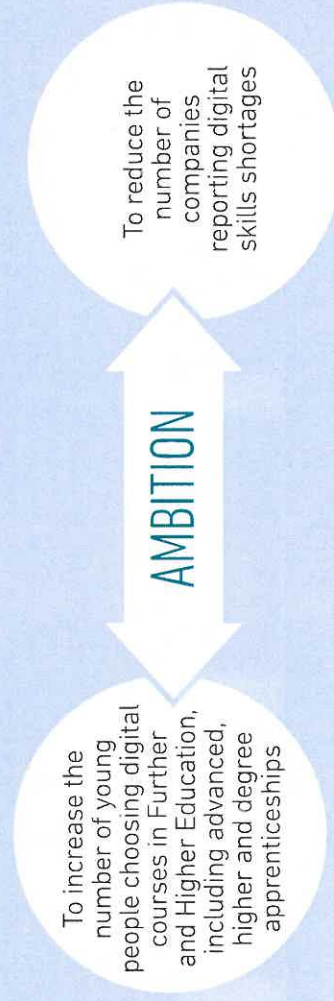


THERE ARE AROUND 8,500 SELF-IDENTIFYING DIGITAL AND TECHNOLOGY BUSINESSES IN THE CITY REGION EMPLOYING 70,000 PEOPLE.

Digital skills are highly sought-after among businesses across sectors in Leeds City Region.

There are specific shortages in coding and programming skills, software development and data analysis. Businesses considering locating in Leeds City Region cite access to people with these skills as one of the main factors that will influence their decision. A number of high-profile businesses have made public statements about the difficulty that they are experiencing recruiting people with the skills that they need.

As well as presenting a challenge there is massive potential for growth in digital jobs in Leeds City Region. The LEP and partners are keen to work together to seize this opportunity.



ACTIONS FOR THE LEP AND PARTNERS:

PROMOTE LEEDS CITY REGION AS THE BEST PLACE TO BUILD EXCITING DIGITAL CAREERS AND FOR BUSINESSES TO ACCESS THE TALENT THEY NEED TO GROW AND PROSPER

SCHOOLS ENGAGEMENT:

- Raise awareness of digital career opportunities, particularly among girls
- Develop technical and employability skills
- Increase secondary school pupil coding activity
- Increase the number of digital businesses linked in with the LEP's schools engagement activity

FACILITIES, AND CURRICULUM:

- Influence and invest to ensure that provision addresses current and future economic priorities
- Invest in modern learning facilities to meet economic needs
- Business-led Digital University Technical College proposed in Leeds

APPRENTICESHIPS:

- Offer funding to incentivise businesses to offer digital apprenticeships
- Support for businesses to recruit apprentices
- Strengthen advanced, higher and degree apprenticeship offer to address current and future digital skills needs

GRADUATE TALENT:

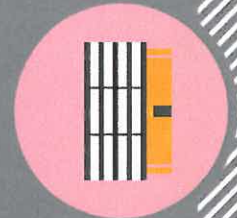
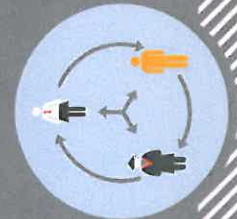
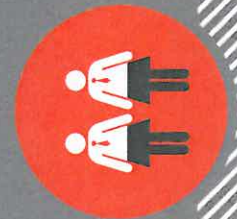
- Support and grow major digital careers fair in Leeds
- Secure funding to support conversion courses for graduates and people looking to retrain

RECRUITMENT :

- Connect people facing redundancy with jobs and retraining
- Work with businesses to attract talented people from outside the city region to locate and work here

TRAINING AND DEVELOPMENT NEEDS:

- Support businesses in Leeds City Region to address their digital training needs through the LEP's Skills Service
- Work with providers to ensure that the appropriate training is available to meet their needs



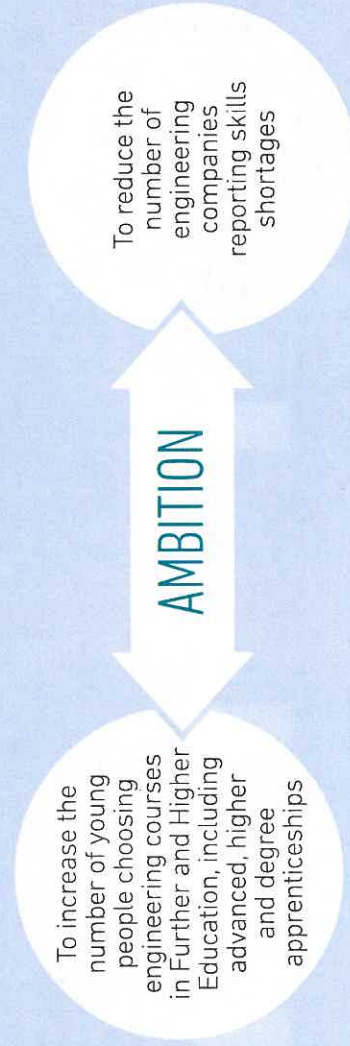


ENGINEERING AND MANUFACTURING SKILLS PIPELINE

THE MANUFACTURING SECTOR EMPLOYS ABOUT 13% OF THE WORKFORCE IN THE LEEDS CITY REGION AND THE CITY REGION HAS WORLD LEADING EXPERTISE IN MANY SUBSECTORS.

The overall manufacturing workforce has decreased over recent years and is projected to continue to lose a further 14,500 jobs over the next decade. However, the sector is also projected to generate almost 40,000 opportunities through replacement demand. Meeting this demand is challenging particularly as engineering skills are highly valued across sectors, including financial services.

The qualification levels of new recruits will in many cases need to be higher than the people they replace. In 2012 only 28% of the manufacturing workforce had qualifications at Level 4 or above whereas by 2022 70% of opportunities will require qualifications at this level. This presents a significant challenge as well as a great opportunity for the City Region's residents to access highly skilled and rewarding employment.*



* UK Commission for Employment and Skills (UKCES) Working Futures

ACTIONS FOR THE LEP AND PARTNERS:

ADDRESS HIGH LEVELS OF REPLACEMENT DEMAND AND SKILLS SHORTAGES IN ENGINEERING AND MANUFACTURING

SCHOOLS ENGAGEMENT:

Raise awareness of career opportunities including as a result of HS2 and 3 and West Yorkshire Transport Fund, particularly among girls

Develop technical and employability skills

Increase the number of relevant businesses engaged with the LEP's schools engagement activity

Design and deliver a programme of activity to address a deficit of STEM skills, particularly Maths

FACILITIES AND CURRICULUM:

Influence and invest to ensure that provision addresses current and future economic priorities

Invest in modern learning facilities to meet economic needs

University Technical College opening in Leeds in September 2016 sponsored by Siemens, Agfa and University of Leeds

APPRENTICESHIPS:

Offer funding to incentivise businesses to offer engineering apprenticeships

Support for businesses to recruit apprentices

Strengthen advanced, higher and degree apprenticeship offer to address current and future engineering skills needs

UNIVERSITY AND COLLEGE ENGAGEMENT:

Develop progression routes between the city region's colleges and universities and the National College for High Speed Rail

Identify, build on and promote relevant research and teaching expertise

RECRUITMENT :

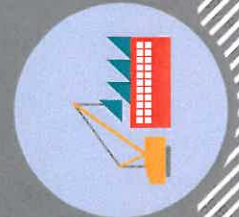
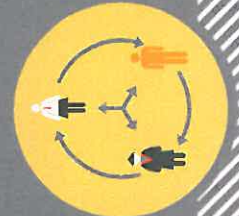
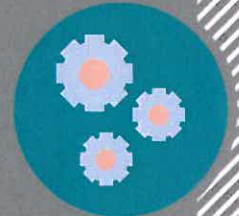
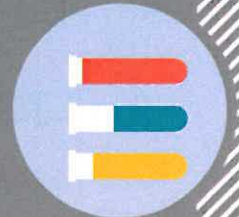
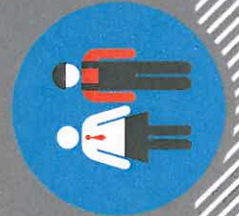
Shape support for unemployed and under-employed people of all ages to access retraining opportunities

Connect people facing redundancy with jobs and retraining

TRAINING AND DEVELOPMENT NEEDS:

Support manufacturing and engineering businesses to address training needs through the LEP's Skills Service

Work with providers to ensure that the appropriate training is available to meet their needs



GET INVOLVED

FIND OUT MORE ABOUT WHAT WE DO AT
WWW.THE-LEP.COM/SKILLS

OR FOLLOW US ON
TWITTER

@LEEDSCITYREGION

IF YOU'D LIKE TO WORK WITH US
ON DELIVERING OUR PLAN FOR
SKILLED PEOPLE, BETTER JOBS
CONTACT US ON

INFO@THE-LEP.COM

OR

0113 348 1819

Director: Rob Norreys, Director Policy,
Strategy & Communications
Author: Marc Eatough, Policy Manager



Report to: Overview and Scrutiny Committee
Date: 11 July 2017
Subject: Feedback from the Overview & Scrutiny SEP Working Group

1. Purpose

- 1.1 To consider feedback from the Overview and Scrutiny's Strategic Economic Plan (SEP) Delivery Working Group in respect of SEP delivery.
- 1.2 To provide an opportunity to comment on proposed recommendations arising from the SEP Delivery Working Group and any further work that is needed to improve SEP delivery.

2. Information

Background

- 2.1 The Overview and Scrutiny Committee meeting of 13 July 2016 agreed to establish two working groups to focus on the SEP and the Transport Strategy to ensure they are delivered effectively. It was agreed that up to four Members be involved in each group and volunteers were identified. It was also agreed that the two groups would report back to the Overview & Scrutiny Committee.
- 2.2 This report provides feedback from the SEP Working Group, including an overview of the key actions and activities undertaken by the Working Group between September 2016 and April 2017. The paper also sets out a number of recommendations for potential actions and activities for the Working Group during 2017/18.

Working Group membership

- 2.3 The SEP Delivery Working Group comprised:
 - Councillor Stephen Baines, Conservative, Calderdale;
 - Councillor Ian Cuthbertson, Liberal Democrats, York;
 - Councillor Kim Groves, Labour, Leeds; and
 - Councillor Paul Kane, Labour, Kirklees.

Working Group Action Plan

- 2.4 At the first meeting of the Working Group, Members were provided with an overview of the SEP and Growth Deal, including the work undertaken to ensure that WYCA and

the Leeds City Region Enterprise Partnership (LEP) has an appropriate range of delivery plans and robust assurance processes in place to ensure that the ambition set out in the SEP is met.

- 2.5 The first meeting provided the Working Group the opportunity to discuss and identify the topics that they were keen to cover in more detail at future meetings, including:
- how projects are prioritised;
 - how business cases are assessed and, once approved, how projects are monitored and delivered;
 - information to help better understand the impact and value for money of SEP interventions; and
 - key risks associated with the SEP and how these would be managed.
- 2.6 These topics formed the basis of a three point Action Plan that was agreed at the second meeting of the Working Group:
- **Action 1:** Officers to provide the Working Group with a briefing on WYCA Assurance Framework and its key components, including the Single Appraisal Framework (SAF).
 - **Action 2:** The Working Group to provide scrutiny and challenge to the annual review process of the WYCA Assurance Framework; and
 - **Action 3:** The Working Group to provide scrutiny of the risk management procedures that have been established to oversee the delivery of the SEP and its key funding mechanisms such as Growth Deal.

Action 1: (Meeting held on 18 October 2016)

- 2.7 The Working Group was provided with a briefing paper on the WYCA Assurance Framework and its key components. The paper included an overview of:
- the criteria used by the SAF to assess business cases; and
 - the processes and metrics used to monitor performance and measure value for money.
- 2.8 The Working Group was also provided with the business case and assessment paperwork for the Barnsley Town redevelopment scheme. This was to provide Members with a more detailed understanding of the process and procedures adopted to undertake project appraisal to inform decision makers. Members provided feedback on areas for improvement.
- 2.9 The Working Group also considered the eligibility and procedures for businesses to apply for grants and loans through the Business Growth Programme. Feedback was provided on areas for improvement.

Action 2: (Meetings held on 11 January 2017 and 22 February 2017)

- 2.10 The Working Group provided scrutiny and challenge to the annual review process of the WYCA Assurance Framework. Key activities undertaken by the Working Group included:
- Reviewing the draft Assurance Framework against Government guidance which was circulated to members in advance of the meetings; and
 - Providing feedback on the draft documentation, including areas where the Assurance Framework could be improved to meet national guidance (e.g. transparency of decision making).
- 2.11 It was agreed at the meeting on 22 February 2017 that this would be a useful exercise for the Working Group to undertake on an annual basis, including scrutiny of the 2017/18 Action Plan that had been prepared for revised Assurance Framework.

Action 3: (Meetings held on 22 February and 26 April 2017)

- 2.12 The Working Group was provided with an overview of the Growth Deal strategic risk framework, covering both programme and project level risk. Members discussed the processes agreed for WYCA to take on Intermediate Body (IB) status in order to receive delegated authority from government for Sustainable Urban Development (SUD) strategy and programme.
- 2.13 The current procedures for the reporting, monitoring and managing of risk were discussed. This included an overview of current risk management arrangements and the establishment and roles of the Portfolio Management Office (PMO) and the Programme Appraisal Team (PAT).

Other topics discussed

- 2.14 It is important to note that the Working Group also discussed a number of additional topics during the year, including:
- the potential implications of Brexit on the SEP and associated funding streams (e.g. ESIF) and how these would be managed in terms of risk;
 - skills challenges and gaps facing the City Region, ensuring school leavers were 'work ready' and the work Leeds City Region Enterprise Partnership and WYCA were doing with schools regarding skills; and
 - updates on the WYCA organisational design programme.

Proposed activities for Working Group during 2017/18

- 2.15 As highlighted above the focus of the Working Group's activities during 2016/17 has been on the WYCA Assurance Framework and its key components including the SAF.

- 2.16 The Working Group has played an important role in providing on-going scrutiny and challenge to: (1) annual review process of the Assurance Framework and, (2) the risk management procedures that have been established to oversee the delivery of the SEP and its key funding mechanisms.
- 2.17 The Working Group considered that it would be beneficial to continue this role and meet during 2017/18 to undertake the following activities:
- **Activity 1:** providing scrutiny and challenge to the annual review process of the WYCA Assurance Framework;
 - **Activity 2:** undertaking a periodic review of the strategic risk register, including an on-going assessment of whether all risks have been appropriately considered and that the procedures in place to mitigate key risks; and
 - **Activity 3:** it was also suggested that the Working Group receive updates on the risk register and staffing issues at each meeting.
- 2.18 Members were informed that there would be an Independent Panel Review (IPR) of the West Yorkshire plus Transport Fund, with the first review due to take place in 2019. The Working Group were keen to be updated on progress of the IPR throughout 2017/18.

3. Financial Implications

- 3.1 None arising directly from this report.

4. Legal Implications

- 4.1 None arising directly from this report.

5. Staffing Implications

- 5.1 None arising directly from this report.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the Overview and Scrutiny Committee notes the feedback from the Strategic Economic Plan Delivery Working Group and comments on the proposed recommendations and any further work that is required to improve SEP delivery (paragraph 2.16).
- 7.2 That the update in respect of the work of the SEP Delivery Working Group be noted.

8. Background Documents

8.1 None.

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Director and author: Angela Taylor, Director of Resources



Report to: Overview and Scrutiny Committee

Date: 11 July 2017

Subject: Loan to Oxford GB2 Leeds Hilton

1 Purpose

1.1 To consider calling in the project for scrutiny.

2 Information

2.1 Members may already be aware of a LEP loan of £4.8m made to Oxford GB2 in 2013 to enable the construction of a hotel near the Leeds Arena. In 2015 the company went into administration and work on the site ceased. The loan was made from the Growing Places Fund which is designed to support investment in 'difficult,' higher risk projects. There have been some notable successes within this portfolio of projects, however this particular project has attracted media attention for the stalled project.

2.2 It is proposed that a small task and finish group, led by the Chair, undertakes a review of this project and seeks to understand any lessons learnt.

3 Financial Implications

3.1 None arising directly from this report.

4 Legal Implications

4.1 None arising directly from this report.

5 Staffing Implications

5.1 None arising directly from this report.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That the Committee agree to establish a task and finish group to consider the Oxford GB2 loan.

8 Background Documents

8.1 None.

Author/Director: Angela Taylor
Director, Resources



Report to: Overview and Scrutiny Committee

Date: 11 July 2017

Subject: Forward Programme of Work

1. Purpose

- 1.1. To consider the work programme for the coming year.

2. Information

- 2.1. The Overview and Scrutiny Committee has considered a varied programme of work over the past year including flood resilience, corporate plan and priorities, NGT, LEP priorities, transport priorities, assurance framework, activities of the Investment Committee, governance changes and the evaluation of projects. Additionally devolution has been a standing item on each agenda and two task and finish groups have considered progress on delivery of the Strategic Economic Plan (SEP) priorities and delivery of the transport strategy.
- 2.2. The Committee has further meetings scheduled as follows: 20 September, 15 November, 24 January 2018 and 23 March.
- 2.3. It is recognised that the work programme should be flexible and able to be amended and supplemented as the year progresses. The following items on this agenda cover a number of significant items covered at the WYCA meeting of 29 June which may merit inclusion in the forward programme. The meeting also considered Transport for the North priorities and work on the HS2 growth strategy which may also be appropriate matters to scrutinise. A copy of WYCA's forward agenda plan is attached at **Appendix 1** for information. Please note this is a live document and is subject to change.
- 2.4. The Committee is asked to consider items for the coming year as well as whether the SEP and transport strategy task and finish groups should be reconvened. The reports back from each of the groups have highlighted further areas of work that could be considered during the year.

3. Financial Implications

- 3.1. None arising directly from this report.

4. Legal Implications

4.1. None arising directly from this report.

5. Staffing Implications

5.1. None arising directly from this report.

6. Recommendations

6.1. That the Overview and Scrutiny Committee consider items to be included in the work programme for the coming year.

Combined Authority (Forward AgendaPlan)

COMMITTEE DATE: 29 June 2017		Deadline for publication of Key Decisions: 31 May 2017	
REPORT TITLE	NOTES	OFFICER RESPONSIBLE FOR COMPLETING THE DECISION	IS THIS A KEY DECISION
Revised Committee Arrangements and Appointments		Caroline Allen / Liz Davenport	No
WYCA Representation on Outside Bodies		Liz Davenport / Angie Shearon	No
Officer Scheme of Delegation		Caroline Allen / Liz Davenport	No
Governance Arrangements		Caroline Allen / Liz Davenport	No
Code of Corporate Governance		Angela Taylor	No
Members' Allowances Scheme		Liz Davenport / Angie Shearon	No
Calendar of Meetings 2017/18		Angie Shearon	No
Project and Spending Approvals (inc the Leeds Public Transport Investment Programme)		Melanie Corcoran / Tom Gifford	Yes
Corporate Plan and Annual Review		Roger Baker	No
HS2 Growth Strategy	Approval to write a strat, inc mass transit	Rob Norreys / Liz Hunter	Yes
Transport for the North		Rob Norreys / Liz Hunter	No
WYCA Branding		Roger Baker	No
WYCA Accommodation Options		Angela Taylor	Yes
Sustainable Urban Development		Heather Waddington	Yes

COMMITTEE DATE: 3 August 2017		Deadline for publication of Key Decisions: 5 July 2017	
REPORT TITLE	NOTES	OFFICER RESPONSIBLE FOR COMPLETING THE DECISION	IS THIS A KEY DECISION
Project and Spending Approvals (standard item)		Melanie Corcoran	Yes
Inclusive Growth	May be one report including SEP Refresh & IS Green Paper.	Ruth Redfearn	No
SEP Refresh	See note above.	Rob Norreys	No
Industrial Strategy Green Paper response/update	See note above.	David Walmsley	No
Revised Project Investment Criteria (going to LEP Board May)		Rob Norreys	No
Transport for the North		Liz Hunter / Caroline Allen	Yes
Transport Strategy adoption		Rob Norreys	Yes
Bus Strategy adoption		Rob Norreys	Yes
COMMITTEE DATE: 5 October 2017		Deadline for Publication of Key Decisions: 6 September 2017	
REPORT TITLE	NOTES	OFFICER RESPONSIBLE FOR COMPLETING THE DECISION	IS THIS A KEY DECISION
HS2 Growth Strategy		Rob Norreys/Liz Hunter	
Passenger Transport Forum		Angela Taylor / Rachel Murphy	No
Budget Planning			Yes
SUD Bid ?????		Angela Taylor/Heather Waddington	

COMMITTEE DATE: 28 June 2018 – Annual Meeting		Deadline for Publication of Key Decisions: 30 May 2018	
REPORT TITLE	NOTES	OFFICER RESPONSIBLE FOR COMPLETING THE DECISION	IS THIS A KEY DECISION
Revised Committee Arrangements and Appointments		Caroline Allen / Liz Davenport	No
WYCA Representation on Outside Bodies		Liz Davenport / Angie Shearon	No
Officer Scheme of Delegation		Caroline Allen / Liz Davenport	No
Governance Arrangements		Caroline Allen / Liz Davenport	No
Code of Corporate Governance		Angela Taylor	No
Members' Allowances Scheme		Liz Davenport / Angie Shearon	No
Calendar of Meetings 2018/19		Angie Shearon	No

COMMITTEE DATE: Future Meetings			
REPORT TITLE	NOTES	OFFICER RESPONSIBLE FOR COMPLETING THE DECISION	IS THIS A KEY DECISION
Project and Spending Approvals		Melanie Corcoran	Yes
SEP Refresh		Rob Norreys	
SUD Bid		Angela Taylor/Heather Waddington	

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Director and author: Angela Taylor, Director of Resources



Report to: Overview and Scrutiny Committee

Date: 11 July 2017

Subject: WYCA corporate plan 2017/18

1 Purpose

1.1 To consider the WYCA report on the 2017/18 corporate plan and agree any further work arising.

2 Information

2.1 At its meeting on 29 June 2017 WYCA considered a report on the 2017/18 corporate plan; it is attached as **Appendix 1**. The corporate plan is attached at **Appendix 2** and sets out the vision for the organisation, provides information on its current shape, what has been achieved so far and then looks ahead to the priorities for the next 12 months. Key performance indicators that will enable achievement of these priorities to be measured are set out on page 23 of the plan.

2.2 WYCA approved the plan and encouraged its dissemination through partner authorities and the business community. The Committee is asked to consider if it wishes to follow progress against the priorities as part of its forward work plan.

3 Financial Implications

3.1 None arising directly from this report.

4 Legal Implications

4.1 None arising directly from this report.

5 Staffing Implications

5.1 As set out in the corporate plan.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That the Committee note the corporate plan and determine whether this forms part of their forward work plan.

8 Background Documents

8.1 None.

Director: Rob Norreys, Director of Policy, Strategy and Communications
Author: Racheal Johnson



Report to: West Yorkshire Combined Authority

Date: 29 June 2017

Subject: WYCA Corporate Plan 2017/18

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

1. Purpose

1.1 To seek WYCA's endorsement of the organisation's Corporate Plan for 2017/18.

2. Background Information

2.1 Last year the West Yorkshire Combined Authority (WYCA) produced its first Corporate Plan bringing together the transport and economic strands of its work and highlighting the organisation's programme of development. The document set out key achievements and priorities for the 2016/17 financial year.

2.2 This year, following 12 months of organisational transformation, the Corporate Plan focuses on WYCA's significant programme of project, programme and service delivery, and how this is delivering impact for the people, businesses and communities of Leeds City Region. The document sets out what WYCA has achieved for local people and business over the last year and what it plans to achieve in the year ahead. The Corporate Plan 2017/18 will follow as a late appendix as design work is currently being undertaken on the document.

3. Financial Implications

3.1 The Corporate Plan and associated communications and engagement activities are being delivered using largely internal staff resources at minimal financial cost.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. Recommendations

6.1 That WYCA endorse the Corporate Plan 2017/18.

7. Appendices

7.1 The WYCA Corporate Plan 2017/18 will follow as a late appendix as design work is currently being undertaken on the document.

8. Background Documents

8.1 None.

West Yorkshire Combined Authority

Corporate Plan 2017/18



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Introduction

AT THE HEART OF THE UK IS A CITY REGION THAT'S REALLY GOING PLACES

"Our organisation is the driving force behind local partners' collective efforts to make the Leeds City Region known globally as a place where everyone can combine economic success with an outstanding quality of life."

Our main goal is 'inclusive growth' – ensuring the widest range of people and places are able to contribute to, and benefit from, economic prosperity.

Over the last year, on behalf of the Combined Authority and LEP Boards, we've driven forward projects, programmes and services that have had a big impact on the Leeds City Region. But this is just the beginning.

We want to show our partners what we've already achieved but, more importantly, what we plan to deliver in the next 12 months and how this will contribute towards inclusive growth in the City Region.

Our plan is ambitious but, working with our partners, we are confident that we can continue to deliver at pace to make this incredible region an even better place to live, work and do business. We hope you'll join us on this journey."

Ben Still, Managing Director of the West Yorkshire Combined Authority



Combined vision

WE WANT LEEDS CITY REGION TO BE RECOGNISED GLOBALLY AS A STRONG, SUCCESSFUL ECONOMY WHERE EVERYONE CAN BUILD GREAT BUSINESSES, CAREERS AND LIVES.



Leeds City Region is already well known as a great place to live and work. By harnessing the combined efforts of local councils and businesses, we want to make it known globally as a place of **inclusive growth** where everyone has the opportunity to combine economic prosperity with an outstanding quality of life, supported by world-class connectivity.

The Combined Authority, alongside the Leeds City Region Enterprise Partnership (LEP), and supported by our officer organisation, leads this collective vision. The LEP is led by business and local authorities, to ensure that our work meets the needs of employers in the region and supports businesses to grow. We also operate the Metro network of bus stations, travel centres and public transport information.

Working with local and national partners we are also responsible for the collective action to achieve our vision, focusing on those issues that it makes most sense to address at the city region level:

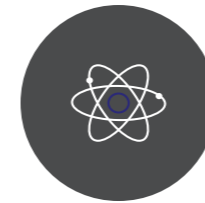
- **Long-term policies and strategies to transform the region**, focusing on the things that will have the biggest impact on prosperity and productivity here
- Giving more people in deprived communities **access to services and opportunities** so growth benefits everyone
- Bringing **new investment and decision-making powers** into the City Region to put our plans into action
- Providing a **strong, collective voice for the City Region nationally and internationally**
- **Delivering transport and other major infrastructure schemes** that create jobs and economic opportunity for all
- Providing transport and economic services that **connect people to jobs and business opportunities and improve quality of life in the City Region**

LEEDS CITY REGION: THE FACTS



NORTHERN CAPITAL

- A £64.6 billion economy and the **biggest economic contributor** to the Northern Powerhouse



INNOVATION CAPITAL

- **UK's largest regional financial centre** – 6/10 of all foreign exchange transactions worldwide are processed using software developed in Leeds City Region
- **More manufacturing jobs than anywhere in the country** – with particular strengths in textiles and component manufacturing
- Over **102,000 people working in digital roles**, with a growing digital technology sector worth £6.6 billion



HUMAN CAPITAL

- 1.4 million workforce – the **largest and fastest growing in the North**
- **3 million population** – with the most Millennials outside of London



TRANSPORT CAPITAL

- Over **£155 million Combined Authority transport investment** underway or in the pipeline this year
- Around **3.6 million journeys** are made on the West Yorkshire public transport network every week



SOCIAL CAPITAL

- Devolved programmes delivered by our partners have helped significantly **reduce youth unemployment** across the City Region
- One of the happiest regions in the country – surrounded by **three national parks and countryside**
- Leeds was recently ranked the **fifth best place to visit in Europe in 2017** by the Lonely Planet



Building our organisation

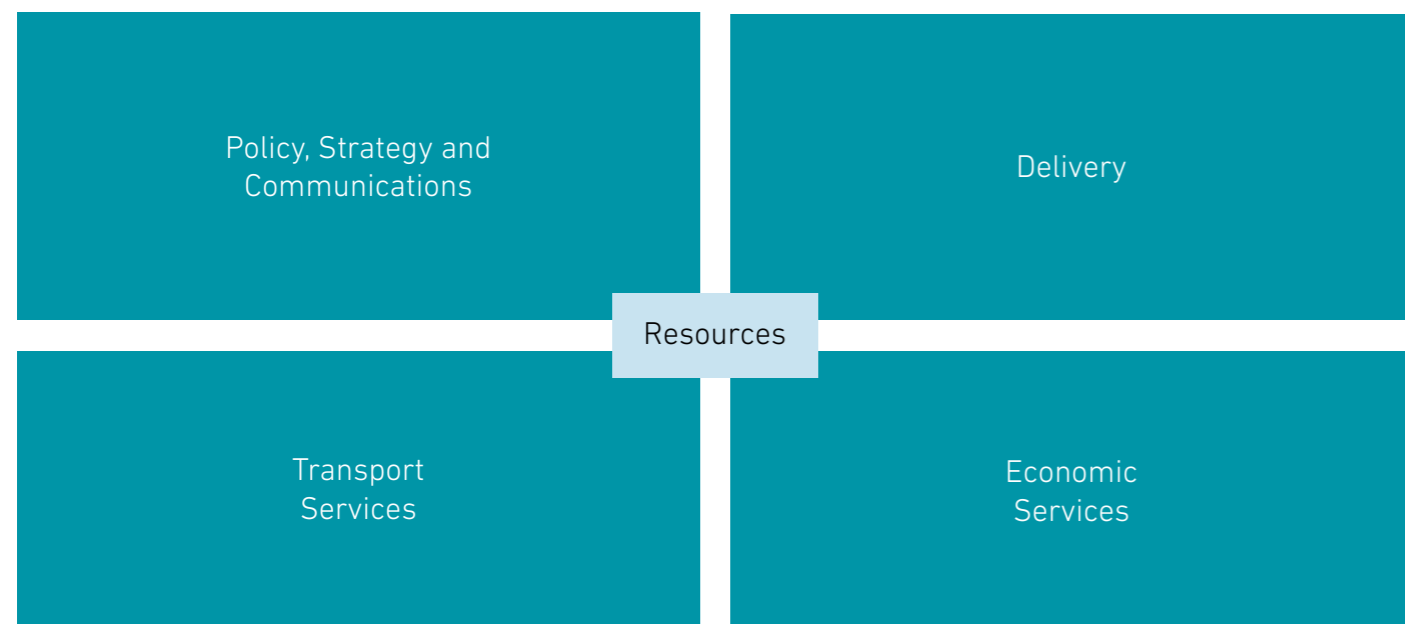
OUR COMBINED AUTHORITY WAS FORMED IN 2014 BUILDING ON 10 YEARS OF PARTNERSHIP WORKING BETWEEN CITY REGION COUNCILS.

Last year we underwent a major transformation programme - our "One Organisation" programme - and begin the 2017-18 financial year with a new organisational structure that will enable us to support the Combined Authority and LEP Boards and deliver our priorities effectively and at pace, while providing value and transparency to taxpayers.

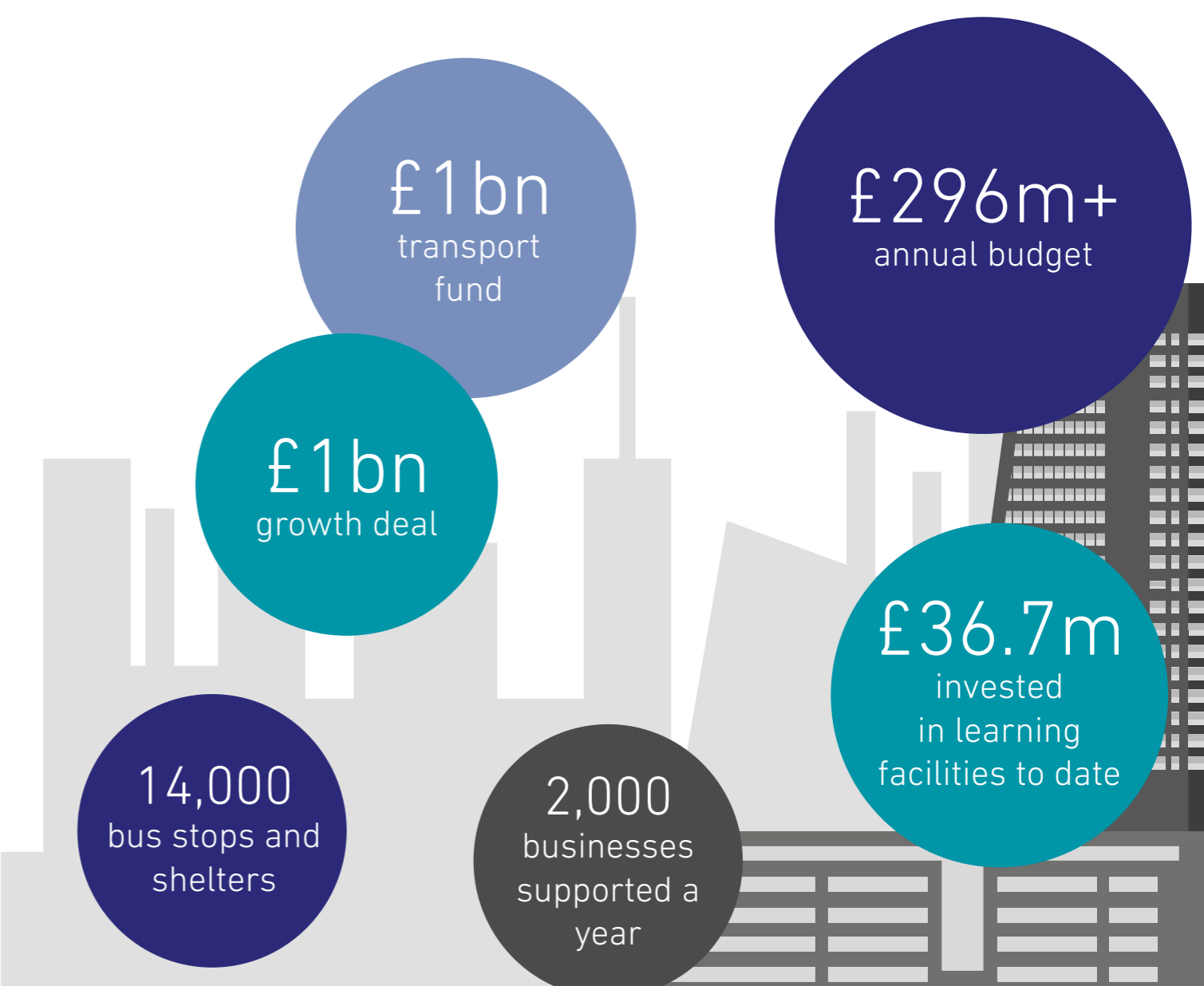
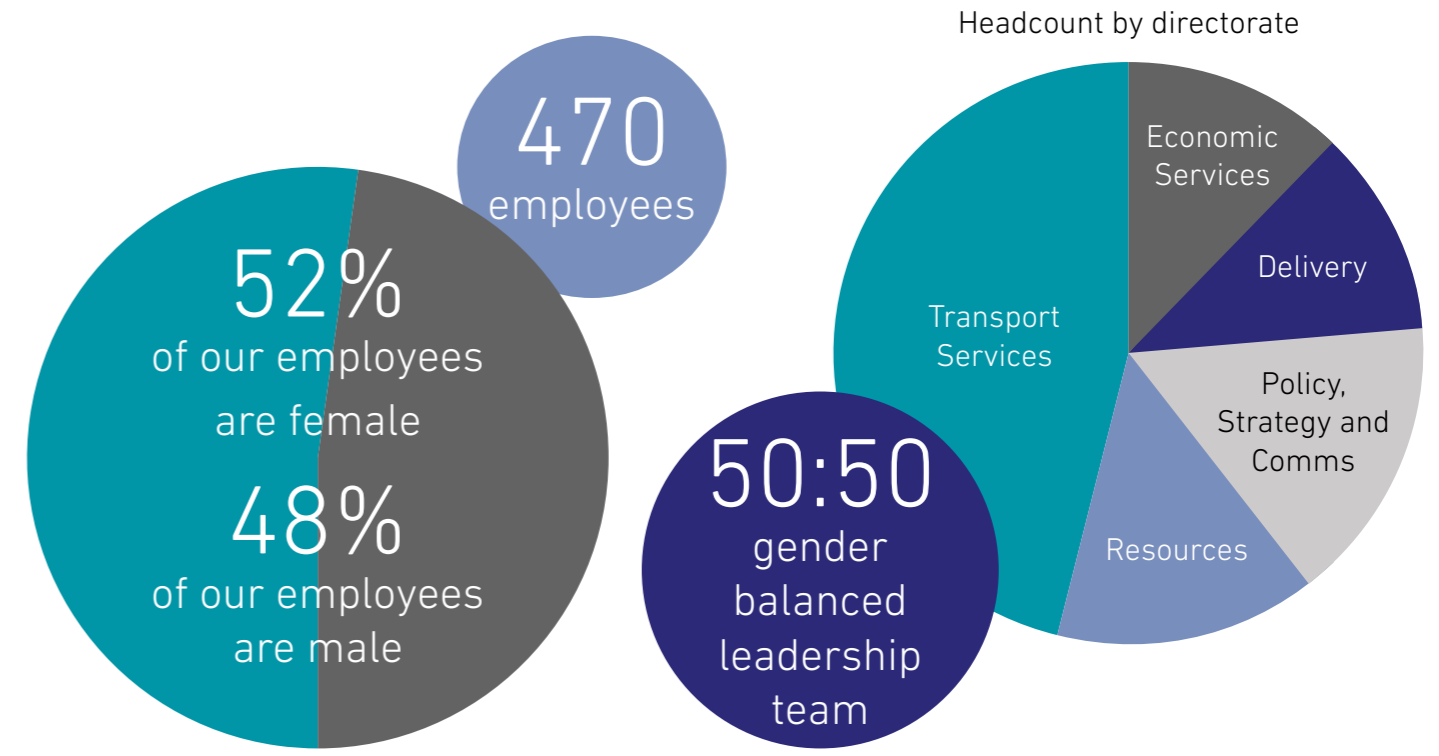
OUR STRUCTURE:

Our organisation is made up of five teams that reflect the way we now operate as an organisation:

- Our **Policy, Strategy and Communications** teams develop the policies and strategies that enable us to determine our priorities for the organisation – and secure the investment to deliver them
- Our **Delivery** teams deliver the projects set out in our strategies in a consistent, robust and transparent way
- Our **Economic Services** and **Transport Services** teams deliver services to enable people to travel across the region and create new economic opportunities
- Our **Resources** teams provide crucial support to all teams, without which the above would not be possible



OUR ORGANISATION IN NUMBERS:



Combined action

LOOKING BACK: WHAT WE ACHIEVED OVER THE PAST 12 MONTHS

Last year our corporate priorities focused on three key themes:

- **Development:** bringing together the right skills and people, creating a single organisational structure to achieve our priorities
- **Delivery:** delivering projects and services that support our priorities at an unprecedented scale and pace through our £1 billion Growth Deal and £1 billion Transport Fund
- **Devolution:** securing the further funding and powers to drive prosperity across the region, ensuring that everything we do contributes towards inclusive growth

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INSPIRING FUTURE ENTREPRENEURS

Cheryl Garthwaite of Blacker Hall Farm is one of over 100 Enterprise Advisers we recruited to inspire future entrepreneurial talent across Leeds City Region. Four or more encounters with business make young people five times less likely to become NEET (not in employment, education or training.)

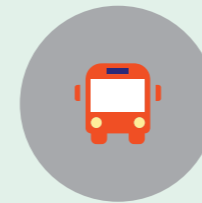


8

OUR HIGHLIGHTS 2016/17



OPENED TWO NEW TRAIN STATIONS IN THE REGION – LOW MOOR IN BRADFORD AND KIRKSTALL FORGE IN LEEDS



INVESTED £19 MILLION IN COMMUNITY BUS SERVICES



PROVIDED £10 MILLION GRANT INVESTMENT FOR SMALL AND MEDIUM SIZED BUSINESSES – SET TO CREATE 1,340 JOBS



RECRUITED OVER 100 LOCAL BUSINESS PEOPLE TO PROVIDE ADVICE AND INSPIRATION TO 130 SCHOOLS



SECURED AN ADDITIONAL £67.5 MILLION GROWTH DEAL INVESTMENT

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NEW INVESTMENT IN JOBS AND GROWTH

Through the additional £67.5 million Growth Deal investment we secured last year we will put in place flood resilience packages in Bradford, Calderdale, Craven, Kirklees and Leeds that will safeguard over 11,000 jobs and 1,300 businesses.



POLICY, STRATEGY AND COMMUNICATIONS

Our Policy, Strategy and Communications teams produce the evidence-based economic and transport policies that enable us to determine our priorities for the region and secure the government and European investment to deliver them.

IN 2016/17 WE:

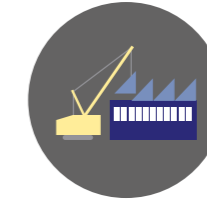
- secured an **additional £67.5 million devolved investment** from the Government's Growth Deal funding programme and submitted a successful bid for **£173.5 million Department for Transport (DfT) funding** to invest in Leeds's bus, rail and road network
- published our **Local Transport Plan**, setting out our vision for a modern, high-class, integrated transport system, and published our first Leeds City Region flood review, setting out 20 measures to **minimise the risk of future flooding** in the region
- **reached an estimated 24.5 million people** in target regional, national and international markets and generated close to £1 million worth of media coverage for the City Region
- developed the **only inclusive growth programme in the country** - creating 10 practical workstreams in partnership with our local authorities, business and the third sector



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DELIVERING NEW TRANSPORT INFRASTRUCTURE

Kirkstall Forge rail station opened in June 2016 providing better transport links for this fast-growing housing and employment site. The station beat its annual forecast in its first five months of opening, with over 21,000 passenger journeys made.



DELIVERY

Our Delivery teams ensure that the major projects and schemes we invest in have the biggest possible impact on the City Region economy and represent value for money. Last year, we agreed a new **assurance framework** with government that sets out an improved approach to delivering projects in a robust and transparent way.

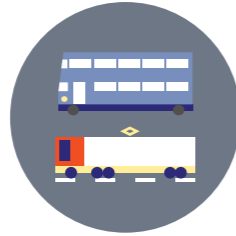
IN 2016/17 WE:

- **opened two new train stations** in the region – Low Moor in Bradford and Kirkstall Forge in Leeds – as well as **23km of new cycle super-highway** between Leeds and Bradford
- helped **732 households in the City Region reduce their heating bills** by installing energy-saving measures and provided a further **10,483 homes with superfast broadband access**
- **invested £8.5 million in new, world-class learning facilities** at FE colleges in Bradford, Kirklees and Calderdale



CONNECTING COMMUNITIES

We've improved the Hebden Bridge and Todmorden local minibus network to better meet the needs of the community. New destinations and environmentally friendly buses have been added to the service increasing passenger numbers by 35%.



TRANSPORT SERVICES

Our Transport Services teams make sure that people can get to work and travel across the region easily and affordably on high quality public transport. They also look after our 12 bus stations in Bradford, Calderdale, Kirklees, Leeds and Wakefield.

IN 2016/17 WE:

- **served over 1.9 million customers** at our Metro-branded travel centres across West Yorkshire
- supported inclusive growth by **investing £19 million in community bus services**
- **provided essential travel information**, accessed by 2.5 million people every month

[Click here to find out more about our Temple Green Park and Ride service](#)



THE NORTH'S LEADING INWARD INVESTMENT DESTINATION

Legal & General Capital chose Selby to launch their innovative new housing business, Legal & General Homes. Their modular homes construction factory, the largest in the world, will help to address the UK housing crisis and create over 400 jobs in the area.



ECONOMIC SERVICES

Our Economic Services teams help to create jobs and new economic opportunities in the region by attracting new business investment, supporting local firms to grow and by investing in skills development and apprenticeships.

IN 2016/17 WE:

- **supported over 2,000 small and medium-sized businesses in the region to grow** through the LEP Growth Service, and provided £10 million grant investment that's set to **create 1,340 jobs**
- recruited 109 local business people to act as "Enterprise Advisers", providing **advice and inspiration to 130 schools** resulting in **9,078 employer encounters for young people**
- **brought 21 inward investment projects into the region** – including major investments by Legal and General in Selby, Perform Group in Leeds and Geoban in Bradford – **creating almost 700 jobs**

[Click here to find out how we've helped Wakefield-based business, Eric Richmond Limited](#)

A PARTNERSHIP ORGANISATION FOR THE FUTURE

We've worked with our Board members, Chief Executives and over 180 members of staff to develop a new set of values and behaviours to ensure our approach is transparent and partner focussed.



RESOURCES

Our Resources teams provide the crucial legal, financial, HR, technology and other corporate support, without which our wider work supporting the Leeds City Region economy would not be possible.

IN 2016/17 WE:

- **oversaw the One Organisation transformation programme** and supported the organisation-wide restructure
- shaped **new values and behaviours** for the organisation that will guide how we work with our customers, our partners and each other from now on



“Securing the tools to raise our own investment and take decisions locally about how to spend this is the best way to achieve inclusive growth that works for all our residents and communities. This is why ensuring our City Region feels the benefit of full, meaningful devolution remains a top priority for us in the year ahead.”

CLlr Peter Box, Chair of the Combined Authority and Leader of Wakefield Council



OUR VALUES:



Championing the region



Working intelligently



Positive about change



Easy to do business with



Working together

Looking ahead

OUR PRIORITIES OVER THE NEXT 12 MONTHS

In 2017/18 we will move further towards making our vision of **inclusive growth a reality**, by ensuring that all of our programmes and services have an emphasis on addressing poverty and deprivation, focusing on people as well as physical infrastructure schemes.

We will be innovative in our approach to transport services, looking beyond existing support for fixed bus and rail services and instead at how we can give people greater choice and flexibility in the way they travel across the region.

And we will widen our approach to economic productivity, looking at how investment in areas such as culture, tourism and sport benefits our economy.

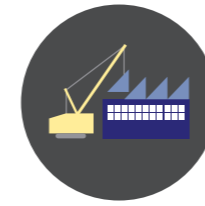
Underpinning all of this is the continued need for further devolution of government spending and decision-making to our local area – giving us longer-term, flexible funding streams and the ability to direct this towards those areas that will offer the greatest benefits to local people and our economy.

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OUR KEY PRIORITIES 2017/18

- Do all that we can to help **secure a devolution deal** encompassing our City Region
- Deliver **inclusive growth in all that we do**; addressing poverty, social exclusion and inequality
- Ensure that all of our projects have **strong governance and clear, deliverable plans**
- **Strengthen our business growth offer** - focusing particularly on innovation, productivity and digital
- Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network
- Develop a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally

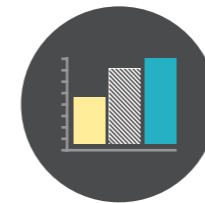
POLICY, STRATEGY AND COMMUNICATIONS



Ensure that **inclusive growth** is embedded in all of our policies and strategies and putting ourselves at the forefront of developing a local response to the Government's **Industrial Strategy** – setting out how Leeds City Region will help drive the UK's prosperity and productivity



Do all that we can to help **secure a devolution deal** encompassing our City Region and provide a strong national and international voice for the region's interests



Use **evidence and data** to shape our work – including a new transport vision for Leeds City Region – and influence the work of other bodies, such as Transport for the North and the Northern Powerhouse

DELIVERY



Ensure that all of our projects have strong governance and clear, deliverable plans – with **five major transport infrastructure projects starting on the ground** in the next 12 months



Put in place resources in our project delivery teams to support our own and our partners' programmes – including sharing resources across our partnership network to **deliver value for money as well as better outcomes**



Deliver the £173.5 million package of **Leeds transport improvements** – with £21 million to be spent in the next 12 months

[Click here to see what other transport investment is underway and being sought for Leeds City Region](#)

TRANSPORT SERVICES



Plan the next steps for our Access Bus and education services into a fuller **“mobility as a service” package**, giving people greater choice and flexibility in how they travel within the region



Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network



Make our back-office and call centre services more efficient to **reduce costs and deliver better economic, social and connectivity outcomes**

ECONOMIC SERVICES

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Focus our skills and education services towards inclusive growth, **giving more people skills for jobs growth** in digital, engineering, health and infrastructure, especially targeting those at greatest disadvantage



Strengthen our business growth offer - focusing particularly on innovation, productivity and digital - and invest more of our capital grant programme in growing businesses that also contribute to social value by giving back opportunities to local communities



Attract more inward investment to the region and enable firms to take greater advantage of overseas trade opportunities beyond the EU, working closely with the Department for International Trade, Chambers of Commerce and other partners

[Click here to hear why businesses are choosing to invest in Leeds City Region](#)

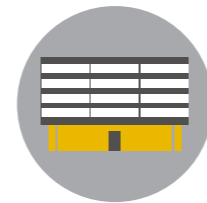
CORPORATE PRIORITIES



Complete the restructuring of our organisation, moving to **leaner, more flexible structures** that will help us deliver our priorities while also representing value for money to taxpayers



Developing a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally to attract investment and jobs

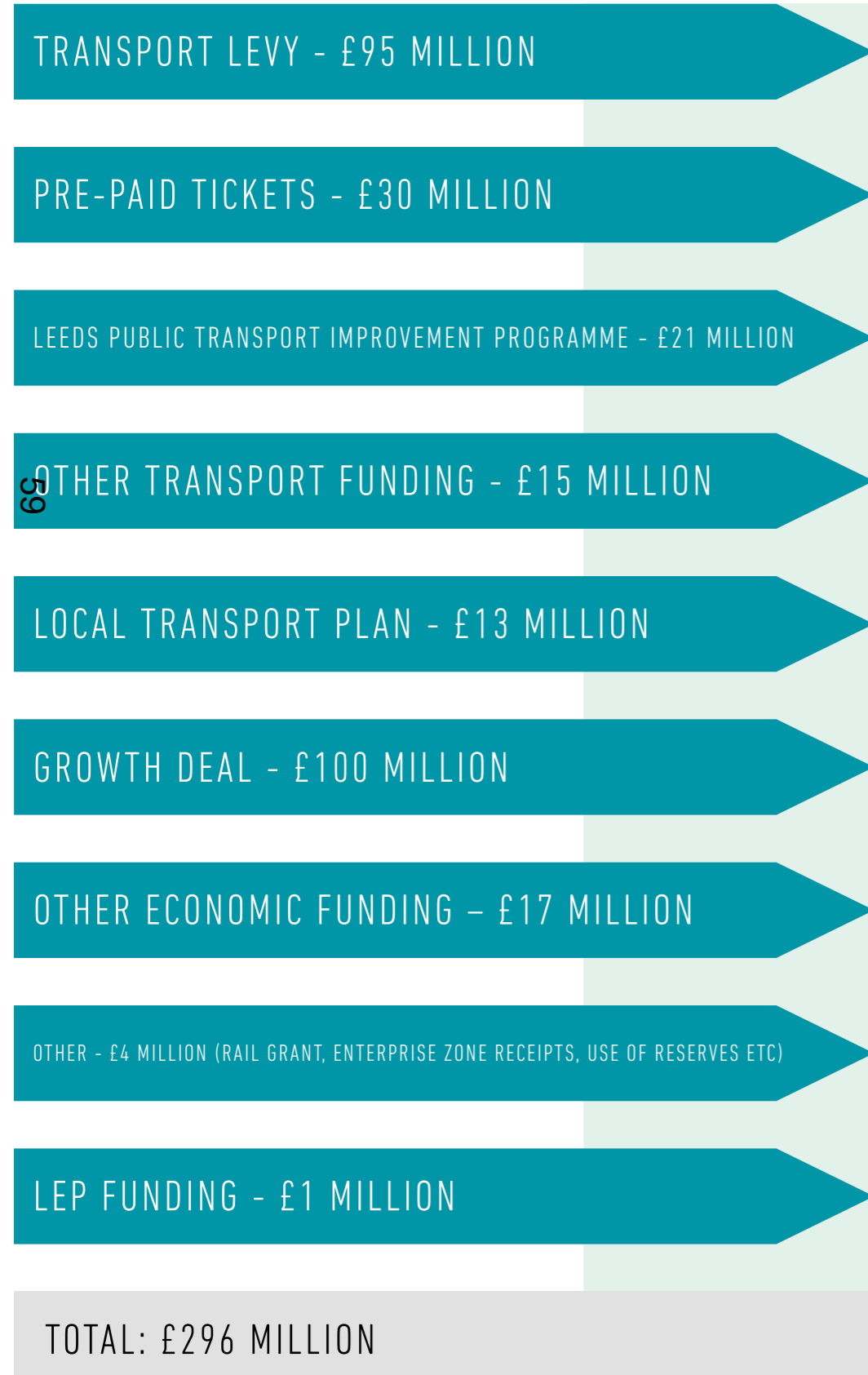


Putting in place an office accommodation strategy that will enable us to provide a **good quality, customer-friendly and resource-efficient office HQ**

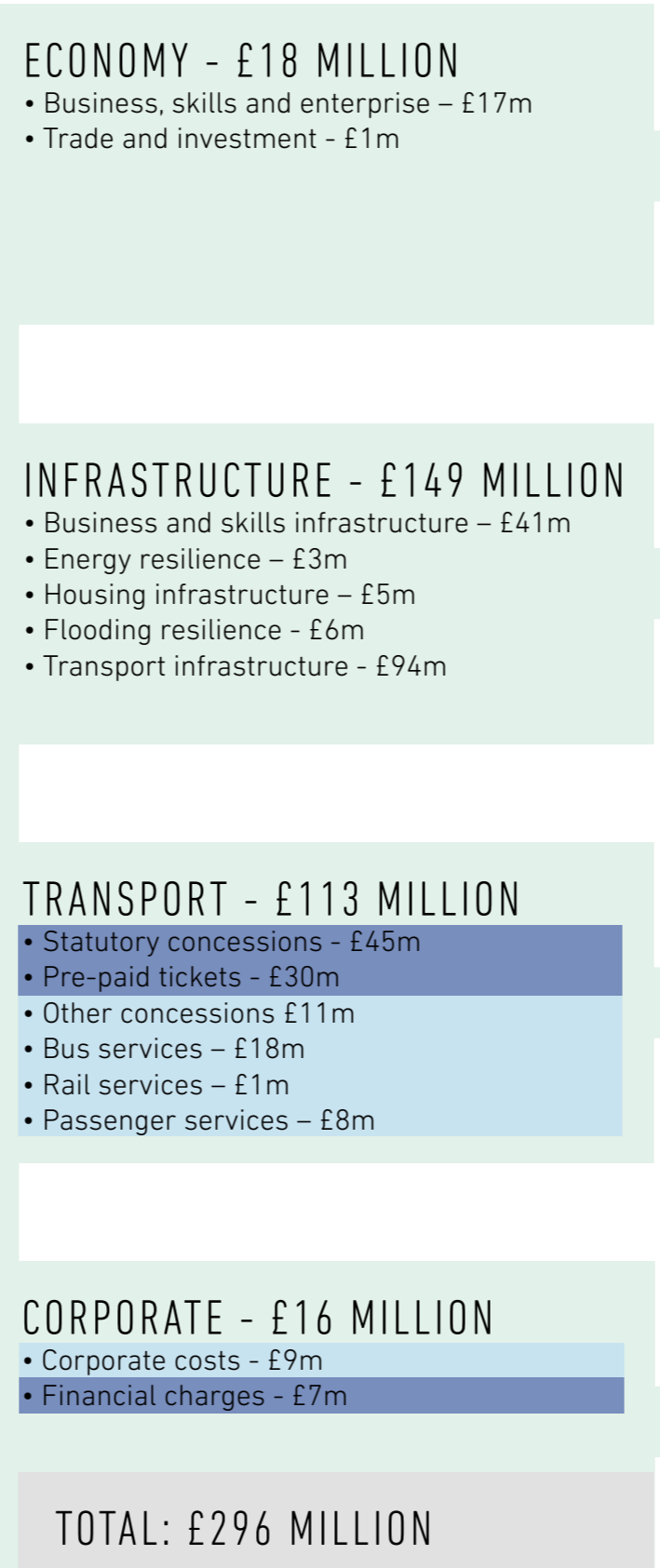


Combined prosperity

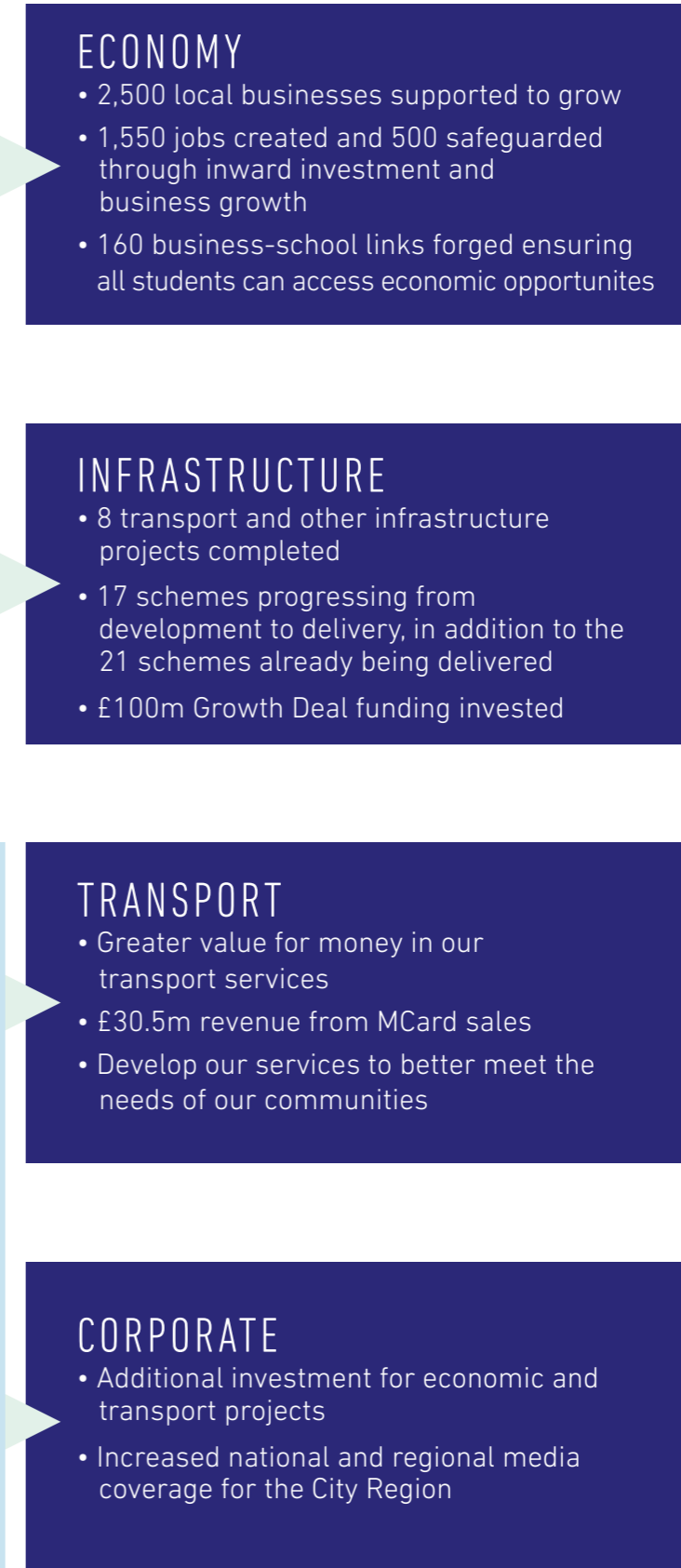
WHERE OUR FUNDING COMES FROM



HOW WE ARE SPENDING IT IN 2017/18



WHAT WE'LL DELIVER IN 2017/18



WHAT THIS MEANS



“Over the past year, we have begun to deliver at a scale and pace unprecedented in over 12 years of partnership working between City Region councils and businesses. We’ve built new rail stations and highways, provided young people with world-class college infrastructure and supported small businesses to grow and create jobs with much more to come in the year ahead.”

Roger Marsh OBE, Chair of the Leeds City Region Enterprise Partnership (LEP) and Combined Authority Board Member



Our key performance indicators (KPIs)

POLICY, STRATEGY AND COMMS		TARGET
Percentage increase in digital presence and reach across our channels		50%
Estimated advertising value equivalent (AVE) of media coverage		£2 million
DELIVERY		TARGET
Actual spend vs planned spend (Growth Deal)		Within 10%
Percentage of schemes with identified programme funding progressing from Expression of Interest to (activity one) Combined Authority decision point two within three months		90%
Number of 'live' projects in the Assurance Process		Monitor only
TRANSPORT SERVICES		TARGET
Average cost per mile of tendered bus services		£1.74
Percentage of concessionary passes ordered online		65%
Percentage of MCard ticket sales via travel centre alternatives		70%
Online interactions/enquiries as a proportion of total		97%
Value of MCard sales		£30.5m
Satisfaction with passenger information (Annual Tracker Survey)		8.2
ECONOMIC SERVICES		TARGET
Number of businesses that want to grow receiving support		2,500
Average cost per job created in businesses receiving capital investment		£12,500
Proportion of businesses supported by the Growth Service likely or very likely to recommend it		80%
Number of pupils from most deprived wards engaged through delivery of enhanced enterprise, employability and careers activity		6,000
Number of businesses supported to offer apprenticeships		1,000
Number of strategic links made between businesses and schools		160
Jobs created or safeguarded as a result of inward investment successes		1,000
Number of additional active exporters		100
RESOURCES		TARGET
Average time per transaction (requisitions/invoices /purchase invoice paid)		3 days/ 100%
Number of apprentices working for the Combined Authority		11
Development review completion rate		100%
Website availability		98%



Find out more

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 Executive Head of
 Economic Services



Angela Taylor
 Director of Resources

WEST YORKSHIRE COMBINED AUTHORITY



LEEDS CITY REGION
ENTERPRISE
PARTNERSHIP



METRO



Director and author: Angela Taylor, Director of Resources



Report to: Overview and Scrutiny Committee

Date: 11 July 2017

Subject: WYCA brand identity

1 Purpose

1.1 To consider the WYCA report on brand identity and agree any further work arising.

2 Information

2.1 At its meeting on 29 June 2017 WYCA considered a report on brand identity; the report is attached as **Appendix 1**. It sets out the case for a clearer and more consistent brand identity, recognising that the current logo was only ever envisaged to be temporary. The report proposes that the organisation is rebranded as Leeds City Region Combined Authority, reflecting the scope of many of the Authority's services, funding and projects. The recommendations as set out in the report were not approved at this time, with the prevailing view being that the devolution agenda should be the priority with rebranding and a name change accompanying the new organisation with new powers and resources from a successful devolution deal.

2.2 The Committee is asked to consider the implications of the report and next steps.

3 Financial Implications

3.1 None arising directly from this report.

4 Legal Implications

4.1 None arising directly from this report.

5 Staffing Implications

5.1 WYCA project staff will be involved in progressing this work.

6 External Consultees

6.1 As set out in the attached report.

7 Recommendations

- 7.1 That the Committee note the work on rebranding the organisation and determine whether and how this forms part of their forward work plan.

8 Background Documents

- 8.1 None.

Director: Rob Norreys, Director of Policy, Strategy and Communications
Author: Racheal Johnson



Report to: West Yorkshire Combined Authority

Date: 29 June 2017

Subject: A Clearer West Yorkshire Combined Authority Brand Identity

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

1. Purpose

- 1.1 To set out for the West Yorkshire Combined Authority’s (WYCA) discussion, options for a clearer, more compelling brand identity for the organisation and wider region that would better enable it to achieve its communications and profile-raising objectives.
- 1.2 To set out what a potential implementation plan for an organisational rebrand could look like, detailing the changes needed to be made to both communications channels and assets and non-communications activities such as processes, systems and organisational culture.

2. Background Information

- 2.1 The West Yorkshire Combined Authority (WYCA) was formed in April 2014 by bringing together the teams that formerly supported the Passenger Transport Executive (Metro), the Leeds City Region Enterprise Partnership (LEP), the Regional Economic and Intelligence Unit of Leeds City Council, and the inward investment function of Leeds and Partners. Each of these teams previously operated under its own, independent identity.
- 2.2 The existing WYCA logo (and its associated communications channels) was developed as a temporary identity with the sole purpose of meeting legislative requirements around the creation of the WYCA. Now that the organisation’s remit is more established, this identity is no longer fit for purpose in terms of communicating the scale of WYCA’s work and investments to local people, partners and government, or able to represent and project the region effectively in a competitive national and international investment context.

- 2.3 Following substantial engagement, stakeholders have commented that WYCA has a confused, fragmented identity. This fragmentation is a barrier to achieving WYCA's communications objectives as well as to realising the full benefits of internal culture change. Moreover, it does not represent good value to the taxpayer with several recent projects/ campaigns having developed separate brands and channels at extra cost due to the absence of an effective, flexible corporate identity.
- 2.4 Developing a more strategic, coherent WYCA brand identity has therefore been identified as a key element of WYCA's One Organisation change programme. The primary objectives of this piece of work are to:
- 1) **improve external perceptions of the organisation and region** among local, national and international audiences in terms of: attracting a greater share of business investment to the region, strengthening its reputation among government and partner organisations, and enhancing local people's understanding of councils' partnership working via the WYCA.
 - 2) **contribute significantly to the successful realisation of the One Organisation programme** by developing a clear, consistent understanding of the organisation's purpose and activities among employees and partners, and acting as a catalyst for internal culture change.
 - 3) **achieve cost savings** and greater communications impact through fewer brands.
- 2.5 The scope of this piece of work is to achieve the above objectives. It does not imply any changes to political or corporate governance, which is being explored as part of a separate workstream.

3. Project progress to date

- 3.1 At the initial phase of this project, comprehensive research was carried out – including benchmarking the WYCA against other combined authorities nationally and internationally, an audit of existing communications activity by the organisation, and substantial engagement with audiences including elected members, local authority Chief Executives, private sector business leaders, central government officials, partner organisations and WYCA employees.
- 3.2 **Summary outcomes of research and stakeholder engagement:** the research and stakeholder engagement phase highlighted the following issues/ opportunities:
- The current WYCA logo and its associated communications channels **do not benchmark well against other combined authority identities** nationally or internationally – particularly authorities with a core city of comparable size to Leeds.
 - Current **communications and marketing activity is highly fragmented** – with at least 30 different brands, sub-brands and campaign identities across the

organisation which make it confusing for customers, partners and other audiences to understand what the WYCA does and how it represents value for money.

- Stakeholders highlighted that **the following issues** in particular could be clearer:
 - The respective roles of the WYCA and LEP
 - The different geographies represented by the WYCA
 - What the WYCA is and does (and does not do) - WYCA is too often considered to be just a transport body
 - Relationships between its constituent parts
 - At a national and international level the West Yorkshire brand is not considered to be strong enough

- Businesses cited **good levels of awareness of the LEP among the private sector** in Leeds City Region and the need for a consistent and independent body to champion the needs of local firms

- Equally, audience research highlighted **high levels of recognition of the Metro brand among the travelling public**. Even if the full scope of the WYCA's remit in relation to transport is not completely understood, evidence strongly supports the view that customers clearly identify the "M" logo with the public transport network.

3.3 In response to this research, a **new brand platform** for the organisation – including new vision and mission statements, values and behaviours – was developed to set out a clear view of what the organisation is and stands for. This is enclosed at **Appendix 1**.

3.4 Another aspect of the WYCA's identity that has been considered as part of the project – largely due to the concerns highlighted through stakeholder engagement around geography and national/ international impact – is its **name**.

3.5 A number of naming options have been explored, including a Yorkshire-based identity (along the lines of Yorkshire Forward) and a neutral identity that does not reference geography. These two options have not been taken forward following stakeholder testing: it was felt that the former was too reminiscent of previous structures, while the latter gave no indication to the remit of the organisation and would therefore be difficult and costly to implement. The two options considered to be feasible are: 1) maintaining the name West Yorkshire Combined Authority or 2) changing the name of the organisation to Leeds City Region Combined Authority. Other naming options were considered at an earlier stage of the project but testing ruled them out in terms of recognition and suitability.

3.6 Undertaking a rebrand of the organisation under the existing name would have the main benefit of making such an exercise simpler and quicker to deliver, however it does not address some of the sources of audience confusion highlighted through the

engagement exercise – notably due to different geographies and the lack of clarity this creates around products/ services that operate across the City Region. The following benefits of a name change to Leeds City Region Combined Authority have been identified:

- **Leeds City Region has been the basis for inward investment and place marketing since 2011** and during this time, significant improvements in inward investment performance have been identified. In 2011 West Yorkshire ranked **15th in the country for FDI behind the likes of Manchester, Newcastle, Birmingham and Tees Valley** (source: fDi Intelligence). In May 2017 it was announced that the region had recorded the best results for foreign direct investment (FDI) for 20 years, and that Leeds City Region now ranks third in England – ahead of any other northern region (source: EY).
- Following substantial engagement with key regional businesses, **Leeds is considered by those businesses to have stronger recognition and brand perception nationally and internationally**. Adding “City Region” enables the WYCA, as it does at present, to leverage the strengths of the core city brand while also making clear the significant scale, opportunities and assets of the wider region, including the USPs and distinct characteristics of Bradford, Wakefield, Calderdale, Kirklees, York and the wider region. West Yorkshire meanwhile is felt to have more limited recognition and brand perception outside of the region.
- **Leeds City Region better reflects the area in which the WYCA operates and offers its services**. It reflects the functional economic geography, the SEP geography, the LEP area, the Growth Deal and Transport Fund geography, the ESIF geography, the area covered by current Economic Services products and the geography that the WYCA markets nationally and internationally to attract inward investment. West Yorkshire meanwhile, only reflects the former Metro footprint for transport services.
- **The city region identity is the one used by comparator/ competitor regions** nationally (such as Greater Manchester, Sheffield City Region and Liverpool City Region) and internationally. It is the geographic area that typically forms the basis of successful place marketing globally (for example Copenhagen, Amsterdam and Helsinki).
- Reaching a timely agreement to present the organisation and wider partnership under a Leeds City Region identity would **send a clear and confident message to the marketplace (notably the private sector) about the clarity of vision and strength of partnership working** in the City Region and what this is achieving building on 13 years of collaborative working.
- It provides a clear, consistent identity for all parts of the organisation to unite under, helping to **fulfil the objectives of the One Organisation programme** and drive internal culture change.

- 3.7 Any **name change would not suppose any change to CA governance structures/ membership**, nor to politicians’ continued negotiations around devolution. These would continue to be progressed under existing, separate arrangements.
- 3.8 **Links with other brands:** Regardless of which naming approach may be agreed, it is proposed that the LEP and Metro brands would be maintained under a wider Combined Authority umbrella brand, acknowledging their unique roles and high levels of recognition among their respective audiences. Some minor modifications to these existing brands would be made as part of a “brand family” approach as and when the time was right. Other sub-branded projects/ campaigns would be reviewed with the aim of reducing the number of these substantially to achieve cost savings. The relevant council brand would continue to be the main identity for local residents and businesses, with a clear WYCA identity acting as a focal point for communications about City Region partnership working. **The diagram in Appendix 2 illustrates the proposed relationships between brands.**
- 3.9 Example visuals of what a Leeds City Region Combined Authority could look like are enclosed at **Appendix 3** for WYCA’s consideration.
- 3.10 The proposed visuals are based on a font that would be unique to the WYCA. This approach is expected to realise the following benefits:
- **cost effectiveness in terms of implementation** – a font-based approach could be rolled out across the WYCA’s various channels using largely internal resources with more limited design input required
 - **longer-term cost savings** by creating a consistent campaign style that could be applied to campaigns targeting various audiences and, again, largely delivered in-house. The font-based approach is expected to save the WYCA at least £20,000 per year once rolled out on the basis of issuing four fewer campaign briefs to external design agencies per year
 - **flexibility to accommodate the changing needs of the organisation** – including potential further changes in remit and/ or governance. The font could be applied regardless of whether a name change is agreed or if West Yorkshire Combined Authority remains the organisation’s name.
 - **enhanced profile** for the organisation and its partners through use of a consistent, bespoke font across all WYCA communications that would, over time, promote brand recognition among target audiences.
- 3.11 It is proposed that roll-out of the any new brand identity would be done through a phased approach to minimise costs. An illustrative roll-out plan is enclosed at **Appendix 4**. Roll-out activities would not only cover communications-related activity such as changes to websites, social media and other channels/ assets but activities to promote culture change such as new training and appraisal processes incorporating new brand values and behaviours, changes to processes and systems including email signatures, and improvements to office accommodation, front of house and facilities.

4. Financial Implications

- 4.1 All costs associated with the development of any brand identity and its rollout – regardless of whether a name change is pursued or the organisation remains West Yorkshire Combined Authority – would be **met from within existing, business-as-usual budgets**.
- 4.2 Once rolled out, a brand identity developed in line with the principles set out in section 3 above would be expected to achieve **cost savings** by reducing radically the number of sub-branded campaigns and services within the organisation, and enabling a greater number of campaigns to be delivered using internal staff resource with existing designs and collateral
- 4.3 A conservative savings estimate on the basis of issuing four fewer campaign briefs per year to external communications agencies is that £20,000 would be saved annually. It is expected therefore that investment in a new identity in line with the principles in section 3 above would **pay back within the first year following implementation**.

5. Legal Implications

- 5.1 If the WYCA wishes to pursue a name change, consideration would need to be given as to whether this would be a full legal name change or a communications-based rebrand only. Under the latter model, the legal name of the organisation would remain West Yorkshire Combined Authority for the purpose of contracts, financial transactions and other statutory requirements.
- 5.2 Changing the legal name of the organisation would require WYCA to hold a special meeting to resolve to re-name the WYCA as Leeds City Region Combined Authority, and notification to be sent to the Secretary of State.
- 5.3 A phased approach to a legal name change could also be considered – in other words, a communications-based rebrand could be implemented first with a legal name change to follow at a later date.

6. Staffing Implications

- 6.1 Resource from within the WYCA will be required. The resource required will be a project manager, project team members and project board members. Resource will be primarily drawn from the Communications and Marketing team but will also require input from colleagues in the Legal and Governance Services, Finance, HR, ICT Services, Office Facilities, Delivery and other teams.
- 6.2 The project is much more than a change of logo. In order for the rebrand to realise its full potential benefits as set out in section 3 above, new ways of working would need to be embedded through ongoing culture change. This would involve embedding the agreed values and behaviours through recruitment and performance

management processes, training and development for staff to ensure employees embody brand values in their daily work and changes to processes and systems to ensure these are in line with the agreed brand values.

- 6.3 As noted, a legal name change would require additional input from staff – particularly from the Legal and Governance Services and Finance teams – however it is not expected to result in significant additional costs. As noted in section four above, all costs associated with any rebrand would be met from within existing budgets.

7. External Consultees

- 7.1 Substantial partner and stakeholder engagement was carried out during the initial phase of this project, targeting key audience groups including:

- Elected members and senior officers from City Region councils
- LEP Board members
- Business leaders from within the City Region, including recent inward investors
- Central government representatives
- Partner organisations including universities, colleges, bus and rail operators and business representative bodies
- West Yorkshire Combined Authority employees
- Representatives of customer interests

- 7.2 A **substantial programme of member engagement** – including meetings with political groups across each of the City Region’s local authorities plus an event for all City Region elected members – is proposed over the summer. WYCA members are asked to provide guidance on what shape this should take, for example what Overview and Scrutiny arrangements it would wish to put in place around this piece of work.

8. Recommendations

- 8.1 That WYCA considers and approves the rebranding of itself as Leeds City Region Combine Authority, noting the benefits outlined in section 3 above – particularly around the opportunities for cost savings, achieving greater communications impact through fewer brands, and acting as a catalyst for organisational culture change.
- 8.2 That WYCA authorises officers to begin work on implementing the rebrand, in line with the high-level phased implementation plan enclosed at **Appendix 4**.
- 8.3 That WYCA notes and offers comments on the visuals enclosed at **Appendix 3** illustrating what a flexible, font-based approach to visual brand identity could look like.

8.4 That WYCA notes the proposal to undertake a programme of member engagement over the summer and advises on what shape this should take – particularly in terms of Overview and Scrutiny arrangements.

9. Appendices

- Appendix 1 – WYCA Brand Platform
- Appendix 2 – Proposed hierarchy of brands
- Appendix 3 - Leeds City Region Combined Authority brand identity – example visuals
- Appendix 4 – Brand rollout project plan

10. Background Documents

10.1 None.

Director and author: Angela Taylor, Director, Resources



Report to: Overview and Scrutiny Committee

Date: 11 July 2017

Subject: WYCA Accommodation strategy

1 Purpose

1.1 To consider the WYCA report on accommodation options and agree any further work arising.

2 Information

2.1 At its meeting on 29 June 2017 WYCA considered a report on accommodation options for its head office functions. The report is attached as **Appendix 1**. It sets out a range of options for providing higher quality fit for purpose office and meeting room accommodation in an accessible location. The recommendations as set out in the report were approved and hence the next stage is to undertake detailed feasibility work to understand fully whether all requirements can be met through a refurbishment of Wellington House and what the cost of that will be.

2.2 The Committee is asked to consider what further information it would like to see as this project progresses.

3 Financial Implications

3.1 WYCA has agreed a sum of £100k to progress the feasibility work.

4 Legal Implications

4.1 None arising directly from this report.

5 Staffing Implications

5.1 WYCA project staff will be involved in progressing this work

6 External Consultees

6.1 As set out in the attached report

7 Recommendations

- 7.1 That the Committee note the work on accommodation options and determine whether this forms part of their forward plan

8 Background Documents

- 8.1 None.

Director: Ben Still, Managing Director
Author: Angela Taylor



Report to: West Yorkshire Combined Authority

Date: 29 June 2017

Subject: WYCA Accommodation Options

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

1. Purpose

1.1 To provide information on options for the HQ office accommodation for the West Yorkshire Combined Authority (WYCA) and agree a way forward.

2. Information

2.1 The Chair of the WYCA asked the Managing Director to look at options for accommodation for WYCA to support changing the culture of the organisation and providing fit-for-purpose facilities. This was incorporated into the ‘One Organisation’ change programme being run by the Managing Director to create a single organisation to meet the needs of the WYCA and the LEP.

2.2 The accommodation challenge facing the WYCA is tricky. On the one hand the case for moving out of WYCA’s current accommodation is compelling, in order to provide the right facilities and the right culture for an organisation that is new and needs to espouse values of public sector transformation and partnership with the private sector. There is also a need to ensure that the accommodation is readily accessible to WYCA and its partners.

2.3 On the other hand, the cost of moving is significant and the value of Wellington House has been independently assessed and is less now than when it was purchased (due to a lack of investment in the building facilities and fabric). Independent real estate estimates suggest that a sale in the current climate would result in a loss. Such a sale would not be prudent, and the building requires very significant refurbishment to make it attractive to the current market. On top of this the property values around Wellington House are likely to rise considerably once there is more certainty around development opportunities in this part of Leeds. A wider

review of WYCA's assets and how they are best utilised is underway and Wellington House will form an important part of this longer term strategy.

- 2.4 This paper explores the options open to the WYCA in some depth, and concludes that WYCA should look to sell the building when prices rise in the coming years, but in the immediate term refurbish the building and remain in situ.

Current Accommodation

- 2.5 WYCA currently has 3,800 square metres of office accommodation in:
- Wellington House (3,360m²), which it owns, in central Leeds, but which is in a poor state – having been under-invested in since the building was purchased in 1988 for £7m;
 - A lease of part of a floor of higher quality office space in City Exchange (450m²) above the Trinity Centre in central Leeds.
- 2.6 366 of WYCA's staff currently work in central Leeds and the remaining 105 work on the transport network, or from home, or at the Authority's bus stations and travel centres in Leeds, Bradford, Dewsbury, Huddersfield, Halifax, Castleford, Pontefract and Keighley. The small office spaces in these bus stations are occupied by bus station managers, retail units and partners such as the Police or bus company staff.
- 2.7 WYCA also currently hosts about 25 staff in Wellington House from the Urban Transport Group (UTG), Rail North and Transport for the North (TfN) partners, together with visiting staff and suppliers to these organisations. These partners' contributions offset 7% of the costs of Wellington House. However, TfN and Rail North will be leaving WH by July due to them expanding beyond the available space (they are expecting to have about 60 staff in Leeds by year end).

Option Analysis

- 2.8 There are a number of reasons why WYCA accommodation needs immediate attention:
- the split site between Wellington House and City Exchange is hampering our ability to build a single culture because of the perpetuation of 'old' ways of working;
 - the lease on City Exchange is coming to an end and a substantive new solution needs to be found for the staff there;
 - Wellington House is in urgent need of investment – in the facilities (toilets, lifts, water supply, ICT), quality of the office environment and furniture, and entrance/meeting room quality;
 - the shabby nature of Wellington House is contributing to perpetuation of old cultures;

- with an increasing number of external partnership meetings, the facilities in Wellington House (meeting room, webcasting, wifi, break out areas etc) radically need improving.
- 2.9 There is a further issue to consider in terms of the uncertain future of WYCA in the absence of a clear devolution outcome, and whether WYCA will be called upon to undertake more (or less) activities. This uncertainty cannot preclude action (for the reasons cited above), but it should mean that any option pursued requires future proofing and/or a minimum of risks and constraints.
- 2.10 A review of the available options for accommodating WYCA has been carried out within the One Organisation Programme, as part of ensuring best use of resources and to support the cultural change necessary to develop an effective officer organisation for the Authority. The review considered options against the issues set out above, and which led to the following principles:
- Partnership: The WYCA site needs to be highly accessible to partners from across the city region and the north. Initial soundings from Members, stakeholders and staff indicates that this requires the public transport accessibility of central Leeds, close to the railway station. Leeds is the most accessible point on the public transport network, and works for both inter and intra-city region connections. Additionally the accommodation has to be ‘owned’ by all partners such that they should feel free to use it when they wish and have drop-in provision – an office in central Leeds would best fulfil this requirement.
 - Cost minimisation: WYCA does not have any significant reserves that can be invested in buildings. However, on top of this the revenue costs of Wellington House, of £0.7m pa, are much less than the £2.5m pa that our property advisors indicate WYCA would have to pay to lease higher quality accommodation on another site in central Leeds.
 - New culture: the accommodation should reflect the new values and culture of WYCA.
 - Future proofed: an uncertain future means WYCA should avoid locking itself into overly constraining leasing or other arrangements. This also requires flexibility in the use of space, so that, for example, a Mayor’s office could be created if required.
- 2.11 A key issue is whether the WYCA HQ functions could be split, e.g. moving ‘back office’ functions somewhere cheaper, and hence making savings as a smaller space could be used in central Leeds. However, from the perspective of creating ‘One Organisation’ this is not desirable, and the dislocation between City Exchange and Wellington House is already impeding the one-culture programme and outwardly confusing the relationship between WYCA and LEP.
- 2.12 Nevertheless, work has been undertaken to review how many staff need not be based in a central location. Depending on the definition of ‘back office’ this could involve relocating approximately 180 staff in service and corporate resources

functions outside of Leeds. This would still leave some 185 staff needing to be in central Leeds, aside from the challenges of achieving joined-up working between sites.

- 2.13 A second issue arises because WYCA owns Wellington House. The advice from two independent property agents, Lambert Smith Hampton and Savills, is that sale of the building in its current condition is likely to realise somewhat less than its book value, based on recent sales of similar properties in similar condition in central Leeds. Putting this sale value in context, it would be equivalent to only 2.5-3 years of leasing costs for a Grade A property of similar size in central Leeds.
- 2.14 This valuation is significantly below the value of grade-A office accommodation in central Leeds, reflecting the awkward nature of the building and site, and the costs of major work needed on the building to bring it up to an attractive standard, both with regard to the quality of the refurbishment and required works to the fabric of the building - a condition survey has indicated that significant investment is required for works to the roof, ventilation and other parts of the building.
- 2.15 City Exchange will costs WYCA c. £155,000 per annum in rental and other associated costs. In the options City Exchange would be vacated, and the savings used to offset future costs.
- 2.16 Taking these factors into account, the following accommodation options have been considered:
- **Option A: Sell up, stay in central Leeds** Relocation of all of WYCA into another building in central Leeds, and disposal of Wellington House;
 - **Option B: Sell up, split site** Disposal of Wellington House and a move to a split site solution, with a smaller HQ in Leeds and a back office function at a cheaper location in Leeds or elsewhere in the city region;
 - **Option C: Sell up, single site not central Leeds** Relocating WYCA into a single building to a cheaper Leeds location or in one or more sites across the other West Yorkshire cities, and disposal of Wellington House;
 - **Option D: Refurbish, sell later** Refurbishing Wellington House to a higher standard to meet the need for more efficient working as far as possible within funding available, and consolidating all of WYCA (or the vast majority of staff) on this site.
 - **Option E: Let out Wellington House, move somewhere cheaper.**
- 2.17 Each of the options offers a different mix of benefits and costs. In summary:
- **Option A (Sell up, stay in central Leeds)** is the best of the available options in terms of meeting the quality requirements, is most symbolic of a 'new start' for the organisation, in the most accessible location, but is the most expensive by a significant margin at an extra £1.8m in revenue costs per year, or less if capital

receipts from sale of Wellington House are used to offset the additional leasing costs. This option of selling and moving to better accommodation should remain a long term goal, but represents poor value for money at present until property values increase, or Wellington House is worth more to let out.

- **Option B (sell up, split site)** still involves sizeable additional costs in central Leeds as at least 170-185 staff would need to be located there, together with provision of significant public meeting space. There are then the additional costs of the lower-cost space alongside the financial issues of selling for a low valuation in the current market. The cost estimate is therefore an additional £1.1m per year. As a result, inherently, this is a less attractive and more expensive option than a solution involving using Wellington House as the HQ, but significantly cheaper than Option A.
- **Option C (Sell up, single site not central Leeds)** this option has been explored in depth using analysis from Lambert Smith Hampton, which did not find many suitable locations that are currently vacant or available. The option meets some of the quality requirements through relocating to a relatively low cost building at in Huddersfield or on the York ring road, at an additional revenue cost of £0.6 - 0.8m per year. However, arguably, if WYCA is not in a highly accessible location then it will cease to be the place where collaboration and interaction takes place. This neither works for the Boards nor the business.
- **Option D (Refurbish, sell later)** is viable for the organisation in the light of TfN/ Rail North moving out. It would enable provision of 375 workstations, which on a flexible working and desk-sharing ratio of up to 7 workstations for every 10 people would enable us to base over 500 staff in Wellington House. However, it will still involve spending c.£4m on a combined programme of refurbishment and dilapidations. Over the longer term, though, this could be the most cost-effective option, since these additional costs would eventually pay back through avoiding the costs of leasing space in City Exchange or elsewhere, and potentially more quickly if the market for commercial property in Leeds improves and values rise due to HS2. It also retains the central accessible location. The compromise is quality and a lack of flexibility and facility associated with more modern buildings.
- **Option E: (Let Wellington House, move somewhere cheaper)** both of our property advisors do not recommend trying to let the building at the moment, because, without investing significantly to raise it to the highest standards, we are unlikely to be able to find a tenant in the current market. The revenue cost of a move into leased accommodation compounds the issue of the low value of Wellington House.

2.18 The preferred accommodation choice to meet WYCA's and its partners' needs is a new single site of grade A quality in central Leeds. This would provide the right facilities and the right culture for an organisation that is new and needs to live values of public sector transformation and partnership with the private sector. Unfortunately the current sale value of Wellington House and WYCA's financial reserves are too low to fund this option. This option may be more viable within the

next five years as property values rise with the coming of HS2. Other cheaper sites involve compromising on connectivity and a joined-up organisation, and are still expensive relative to our current costs.

- 2.19 The recommended approach is therefore to reach the preferred accommodation solution via the interim step of option D, refurbishing Wellington House to a higher standard (grade B) to meet needs as far as possible within funding available, and to raise the value of the building for in future years. Initial feasibility work suggests that the required workspace and meeting rooms could be accommodated within a refurbished Wellington House. The next step is to progress to a detailed design, costs and plan to enable a final approval to be sought early in 2018 to commence works.

3. Financial Implications

- 3.1 The costs of the various accommodation options are:

- **Option A: Sell up, stay in central Leeds** - £1.8m pa increase in revenue costs.
- **Option B: Sell up, split site** - £1.1m pa increase in revenue costs.
- **Option C: Sell up, single site not central Leeds** - £0.6 – 0.8m pa increase in revenue costs.
- **Option D: Refurbish, sell later** – one-off capital cost of up to £4m.
- **Option E: Let out Wellington House, move somewhere cheaper** – costs as per Options B or C, depending on location, plus dilapidations work to Wellington House, unlikely to be offset by rental income for a lengthy period.

- 3.2 The recommended option D is expected to cost up to £4m. This will enhance the utility of Wellington House to WYCA and increase its value as a saleable asset. The cost will be expected to pay back in the longer term through ending lease payments for office space in City Exchange, or earlier if property values rise. This is the lowest cost option spread over a five year period.

- 3.3 The costs of the refurbishment could be met from a combination of capital receipts, use of cash balances and reserves and savings against future lease costs – including the saving from not needing City Exchange.

4. Legal Implications

- 4.1 Planning restrictions may reduce the financial return that can be obtained from a sale of Wellington House, and this is factored into the estimated capital receipts.

5. Staffing Implications

- 5.1 Each option has impacts on WYCA employees. WYCA terms and conditions state *'You will be based in Leeds but your base location may be changed at the discretion of WYCA to anywhere in West Yorkshire.'* HR advice is that formal consultation will be

required if a change of location is proposed as it is a change to term and conditions. Several employees have been based in Leeds for between 10 to 30 years and as such it is arguable it is an implied term of the contract that they are based in Leeds. This situation does not prevent us from changing the location following consultation.

6. External Consultees

- 6.1 West Yorkshire Chief Executives and the LEP chair have been consulted on this report.

7. Recommendations

- 7.1 That option D of retaining and investing in Wellington House, until its value rises sufficiently to get a return on the investment, is progressed to a detailed design, costs and plan, and that any constraints in the building could be overcome. That an immediate sum of up to £100k is made available from reserves to progress this work which will be subject to the WYCA Project Assurance processes.

8. Background Documents

- 8.1 None.

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