

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

ANNUAL MEETING TO BE HELD ON THURSDAY, 6 JUNE 2019 AT
2 PM IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS

A G E N D A

PART 1 - ANNUAL MEETING BUSINESS

1. MEMBERSHIP OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

To consider the attached report in relation to:

- (i) Noting the local authority representatives and substitutes appointed to the LEP Board.
- (ii) Confirming the private sector representatives on the LEP Board.
- (iii) Confirming the member of the LEP Board to represent and engage with the SME business community.
- (iv) Confirming the Member of the LEP Board to act as Diversity champion.
(Pages 1 - 8)

2. APPOINTMENT OF THE DEPUTY CHAIR OF THE LEP

(Led by: Roger Marsh, Author: Angela Taylor)
(Pages 9 - 10)

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

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

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

- 5. EXCLUSION OF THE PRESS AND PUBLIC**
- 6. MINUTES OF THE MEETING HELD ON 26 MARCH 2019**
(Pages 11 - 22)
- 7. NOMINATION TO THE WEST YORKSHIRE COMBINED AUTHORITY AND APPOINTMENTS TO OUTSIDE BODIES**
(Led by: Roger Marsh, Author: Angela Taylor)
(Pages 23 - 26)
- 8. APPOINTMENT OF PANELS AND ADVISORY GROUP TO THE LEP (BUSINESS COMMUNICATIONS GROUP)**
(Led by: Roger Marsh, Author: Angela Taylor)
(Pages 27 - 38)
- 9. GOVERNANCE ARRANGEMENTS**
(Led by: Roger Marsh, Author: Angela Taylor)
 - Constitution
 - Procedure Rules
 - Access to Information Annex
 - Code of Practice for Recording Meetings
 - LEP Whistleblowing Policy
 - Confidential complaints procedure
 - Recruitment Procedure for Private Sector representatives
 - Best Practice Recommendations
 - Members' Code of Conduct
 - Procedure for considering complaints
 - Conflicts of Interest Policy
 - Conflicts of Interest Protocol
(Pages 39 - 118)
- 10. ANNUAL ACCOUNTABILITY REPORTS**
(Led by: Roger Marsh, Author: Caroline Allen)
(Pages 119 - 124)
- 11. REMUNERATION AND EXPENSES SCHEME AND ANNUAL SUMMARY**
(Led by: Roger Marsh, Author: Angela Taylor)
(Pages 125 - 138)
- 12. EQUALITY AND DIVERSITY POLICY AND STATEMENT**
(Led by: Roger Marsh, Author: Alan Reiss)
(Pages 139 - 148)

13. SCRUTINY ANNUAL REPORT 2018/19 AND STATUTORY GUIDANCE

(Led by: Ben Still, Author: Khaled Berroum)
(Pages 149 - 166)

14. CALENDAR OF MEETINGS 2019/20

(Led by: Roger Marsh, Author: Angela Taylor)
(Pages 167 - 170)

15. PUBLIC QUESTION TIME

(Led by: Roger Marsh, Author: Racheal Johnson)
(Pages 171 - 172)

PART 2 - OTHER BUSINESS

For Decision

16. PANEL AND COMMITTEE REPORTS

(a) BUSINESS COMMUNICATIONS GROUP

(Led by: Joanna Robinson)
(Pages 173 - 176)

(b) BUSINESS INNOVATION AND GROWTH PANEL

(Led by: Andrew Wright)
(Pages 177 - 188)

(c) EMPLOYMENT AND SKILLS PANEL

(Led by: Rashik Parmar)
(Pages 189 - 194)

(d) GREEN ECONOMY PANEL

(Led by: Simon Pringle)
(Pages 195 - 200)

(e) CAPITAL PROGRAMME (INVESTMENT COMMITTEE)

(Led by: Cllr P Box)
(Pages 201 - 218)

17. STRENGTHENED LOCAL ENTERPRISE PARTNERSHIPS

(Led by: Roger Marsh, Author: Jon Skinner)
(Pages 219 - 224)

18. LOCAL INDUSTRIAL STRATEGY DEVELOPMENT

(Led by: Alan Reiss, Author: Emma Longbottom)
(Pages 225 - 232)

For Discussion

19. ECONOMIC AND BREXIT MONITORING

(Led by: Alan Reiss, Author: James Hopton)

(Pages 233 - 246)

20. CORPORATE PERFORMANCE REPORT

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

(Pages 247 - 276)

For Information

**21. PROPOSAL TO RECRUIT TO THE ROLE OF DIRECTOR,
ECONOMIC SERVICES**

(Pages 277 - 288)

**22. DRAFT MINUTES OF THE WEST YORKSHIRE COMBINED
AUTHORITY HELD ON 25 APRIL 2019**

(Pages 289 - 304)

23. DATE OF NEXT MEETING

The next meeting will be held on 18 July 2019.



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

Date: 6 June 2019

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

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

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

- note the local authority representatives and substitutes appointed to the LEP Board,
- confirm the private sector representatives on the LEP Board,
- confirm the member of the LEP Board to represent and engage with the SME business community
- confirm a LEP Diversity Champion.

2. Information

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

Local authority representatives

2.2 The LEP Constitution provides for the following local authorities to appoint a **local authority representative** and **substitute** to the LEP Board:

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

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

Private sector representatives

- 2.4 Attached as **Appendix 2** to this report is a schedule of the private sector representatives currently serving on the LEP Board, and their terms of office. The LEP Constitution does not provide for substitutes for private sector representatives.
- 2.5 In view of the on-going review of LEP arrangements, the LEP Board at its meeting on 23 January 2019 extended the terms of office of those private sector representatives whose terms of office were due to expire on 30 June 2019. However, one private sector representative, Ian Cherry, does not wish to serve an extended term. This vacancy needs to be filled to comply with the LEP Constitution which provides for a majority of private sector representatives (reflecting government guidance). Given the on-going review, the vacancy has therefore been addressed by seeking expressions of interest from all current private sector representatives on an advisory panel. Those who expressed an interest in the role were interviewed by an interview panel in the week beginning 20 May which included the LEP Chair, and the panel's recommendation will be confirmed verbally. It is proposed that any appointment made will be for a term of office running to April 2020.
- 2.6 Item 8 on this agenda addresses the nomination of private sector representatives to advisory panels of the Combined Authority which report to the LEP.

SME LEP Board member

- 2.7 In accordance with the Leeds City Region Assurance Framework requirement, the LEP needs to appoint a member of the LEP Board to represent and engage with the SME business community. It is proposed that the LEP Board assigns this role to Joanna Robinson.

Diversity Champion

- 2.8 In accordance with the best practice set out in the Leeds City Region Assurance Framework, the LEP Procedure Rules require the LEP Board to appoint a member to act as the LEP's Diversity Champion, to encourage diversity and ensure that the LEP is acting in line with its diversity statement. It is proposed that the LEP Board assigns this role to Nicola Greenan.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 In respect of membership, the LEP Constitution provides that:
- a majority of LEP Board members shall be private sector representatives,

- each private sector representative is appointed in their individual capacity, and not as a representative of their employer nor of any other organisation.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board:

- i. Notes the local authority representatives and substitutes appointed to the LEP Board set out in **Appendix 1** of this report.
- ii. Confirms the current private sector representatives on the LEP Board as set out in **Appendix 2** of this report.
- iii. Appoints a private sector representative to the LEP Board, to fill the vacancy created by Ian Cherry's departure.
- iv. Confirms Joanna Robinson as the member of the LEP Board to represent and engage with the SME business community.
- v. Confirms Nicola Greenan as the LEP's Diversity Champion.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 - Schedule of local authority representatives
Appendix 2 - Schedule of private sector representatives

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Local authority representatives and substitutes appointed to the LEP Board

Local authority	Representative ¹	Substitute ²
City of Bradford Metropolitan District Council	Susan Hinchcliffe	Imran Khan
Calderdale Metropolitan Borough Council	Tim Swift	Jane Scullion
Harrogate Borough Council	Richard Cooper	Graham Swift
Kirklees Metropolitan District Council	Shabir Pandor	TBC
Leeds City Council	Judith Blake	James Lewis
North Yorkshire County Council	Carl Les	Andrew Lee
Wakefield Metropolitan District Council	Peter Box	Denise Jeffrey
City of York Council	Keith Aspden	Andy D'Agorne

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

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

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Private sector representatives on the LEP Board

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

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

Date: 6 June 2019

Subject: Appointment of Deputy Chair of the LEP

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

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

2. Information

- 2.1 The National Local Growth Assurance Framework (NLGAF) guidance requires the terms of office for a Chair or Deputy Chair to be three years (subject to extensions). This is reflected in the LEP's Constitution. The guidance also provides that best practice is for a deputy chair for a local enterprise partnership to be a private sector representative. The LEP Constitution currently provides that the LEP Board will appoint:

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

The provision for a local authority representative to be Deputy Chair will therefore be reviewed as part of the review of LEP arrangements.

- 2.2 The current Chair of the LEP, Roger Marsh, was appointed on a three year term of office on 1 July 2016. At its meeting on 23 January 2019, the LEP Board approved an extension to the term, to expire April 2020.

- 2.3 It is now proposed that in accordance with the Constitution, a Deputy Chair is appointed for a three year term, but subject to confirmation further to the review of LEP arrangements.

3. Financial Implications

- 3.1 None.

4. Legal Implications

4.1 The appointment of a Deputy Chair for the three year term complies with the Constitution, which reflects the requirements of the NLGAF.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board appoints a local authority representative as Deputy Chair of the LEP for a term of office of three years, subject to confirmation further to the review of LEP arrangements.

8. Background Documents

8.1 None.

9. Appendices

9.1 None.



**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON TUESDAY, 26 MARCH 2019 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Members of the Board present:

Roger Marsh OBE (Chair)	Leeds City Region Enterprise Partnership
Professor Adam Beaumont	Aql
Nicola Greenan	East Street Arts
Amir Hussain	Yeme Architects
Rashik Parmar MBE	IBM Academy of Technology (Chair, Employment & Skills Panel)
Joanna Robinson	Mansfield Pollard (Chair, Business Communications Group)
Andrew Wright	Reliance Precision (Chair, Business Innovation & Growth Panel)
Councillor Judith Blake CBE	Leeds City Council (from minute 72)
Councillor Graham Swift (Substitute)	Harrogate Borough Council
Councillor Susan Hinchcliffe	Bradford Council (Chair, West Yorkshire Combined Authority)
Councillor Andrew Lee (Substitute)	North Yorkshire County Council
Councillor Shabir Pandor	Kirklees Council (Chair, Inclusive Growth & Public Policy Panel)
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council (Chair, Place Panel)
Councillor Andrew Waller	City of York Council

In attendance:

Professor Simon Pringle	Project Rome (Chair, Green Economy Panel)
Tom Riordan	Leeds City Council
Ben Still	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Ruth Chaplin	LEP/West Yorkshire Combined Authority

In attendance for specific items:

Sue Cooke	LEP/West Yorkshire Combined Authority
Melanie Corcoran	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority

Patrick Bowes

LEP/West Yorkshire Combined
Authority

Kate Thompson

LEP/West Yorkshire Combined
Authority

68. Apologies for Absence

Apologies for absence were received from Ian Cherry, Bob Cryan and Councillors Peter Box and Richard Cooper.

69. Declarations of Interest

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

Nicola Greenan advised the LEP Board that East Street Arts had received a small grant through the CityConnect programme and she wished to declare a personal interest should there be any discussion on this.

70. Exclusion of the press and public

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

71. Minutes of the meeting held on 23 January 2019

Resolved: That the minutes of the meeting held on 23 January 2019 be approved and signed by the Chair.

72. Preparing for Brexit

The Board considered a joint report of the Director of Policy, Strategy and Communications and Executive Head of Economic Services which provided an update on the work being undertaken to prepare and support the City Region's businesses ahead of the UK's withdrawal from the European Union (EU). The report also provided a number of options for business support programmes should the UK leave the EU without a negotiated deal.

In view of the current uncertainty, Members considered the business support options outlined in report which could form the basis of the LEP's response should there be a non-negotiated exit from the EU. It was acknowledged that the main focus would be on how the LEP could assist businesses in the short term to overcome potential barriers and challenges as well as maximise any opportunities. It was reported that at a meeting of Leeds City Council's Brexit Working Group held with partners, a key issue had been on communication and who would be responsible for it. Members agreed this would need to be properly co-ordinated and that it would be beneficial to work with the other LEPs to ensure a consistent approach. It was noted that

financial resources would be required to deliver the business support programmes and it was reported that the LEP has begun to engage with Government on the options outlined in the report in order to open up discussion on the potential need for relevant flexibility over Growth Deal monies and to highlight the probable need for additional funding. One of the options was for a Brexit Transition Grant Scheme which could offer grants and vouchers although this would require revenue funding to support the scheme. If no additional funding is provided, permission would need to be sought from Government to use the existing Local Growth Fund grant funding for revenue purposes.

Resolved: That the proposed options for business support in a non-negotiated exit from the EU be endorsed in principle in order that they might be further developed and implemented as required in the period after the UK leaves the EU.

73. Panel and Committee Reports

The LEP Board discussed and noted the Panel and Committee updates which were presented to the Board for information and the following comments were made:

In respect of the Business Innovation and Growth (BIG) Panel update, it was noted that the first meeting of the Digital Overview Group was to be held in Spring 2019. The Group will provide oversight of digital activity in the Leeds City Region and report into the LEP Board. Members noted the membership of the Group and the Panel Chairs were asked to advise of any other possible candidates.

It was reported that the Growth Service had supported over 10,000 businesses in the Leeds City Region since its launch in April 2015. It was noted that the Pop-up Business Support Café events were proving popular. These were being held to engage with business communities in some of the more disadvantaged and outlying locations. Members discussed the inward investment successes which were outlined in the report. They highlighted that the Leeds City Region was a diverse, single economic region and the importance of having a transport system to provide links across its whole geography in order to attract more businesses to the north was emphasised. The draft Trade and Investment forward plan for 2019/20 had been discussed and supported by the BIG Panel and the LEP Board considered a summary of the proposed approach to be taken in 2019/20 which was attached at Appendix 2. The focus on encouraging inward investment successes across the whole city region was welcomed.

Members noted the update of the Employment and Skills Panel. It was reported that the Panel supported the proposal that the LEP should take on the Skills Advisory Panel (SAP) functions as part of their remit and that its terms of reference should be amended, including consideration of representation of the voluntary sector. It was noted that a report on the outcomes and findings from the first formal review of Delivery Agreements

was due to be published and it was proposed that the sign-off of the review reports be delegated to the Chair of the Employment and Skills Panel.

The update on the Green Economy Panel's major projects and programmes was noted. It was reported that the Green Economy Panel had endorsed an application for Warm Homes Round 2a funding but unfortunately this had not been successful. Updates were also provided on the Resource Efficiency Fund Phase 2, stakeholder events to be held in advance of the planned Energy Summit in Summer 2019 and a presentation received on the York, North Yorkshire and East Riding LEP's Circular Yorkshire programme.

Members noted the Place Panel update and were advised that dialogue continued with Homes England in respect of exploring opportunities to work together in pursuit of shared objectives. The Panel aims to shape future policy direction with discussions at early stage of development and the Panel will hold a workshop to develop the Leeds City Region approach to placemaking and the Panel's role.

The LEP Board discussed the work of the Inclusive Growth and Public Policy Panel. It was reported that the Panel had visited Huddersfield New College which had been very informative. Further site visits will be arranged so that the Panel could learn from best practice by visiting organisations that are exemplars of inclusive growth. Members discussed funding for inclusive growth and the use of the Growing Places Fund capital returns for projects that improve outcomes that support inclusive growth. The Panel were asked to bring their inclusive growth strategic framework and programme of projects to the next LEP Board.

In respect of the Capital Programme (Investment Committee) update, it was reported that Growth Deal spend at the end of quarter three was the highest level ever achieved at this stage of the programme and details of each project were outlined in Appendix 1. Members were advised that as the LEP Board had not met before the submission deadline of 22 February 2019, the Growth Deal CLoG (Cities and Local Growth Unit) Monitoring Dashboard for Quarter 3, 2018/2019 had been signed off by the Combined Authority's Section 73 Officer which had been agreed with the LEP Board Chair. A copy of the dashboard was attached at Appendix 2 and this was endorsed by the Board.

It was reported that a formal response had been received from Government on the Growth Deal Annual Conversation review, which assessed the performance of all LEPs based on criteria covering governance, delivery and strategy. The Leeds City Region LEP had received good scores across the three categories and clarification was being sought on the scoring assessments and how further improvements can be made.

The Panel, Committee and Group Chairs were thanked for their updates.

Resolved:

- (i) That the updates be noted.
- (ii) That the Trade and Investment forward plan for 2019/2020 be approved.
- (iii) That the sign-off of Delivery Agreement review reports be delegated to the Chair of the Employment and Skills Panel.
- (iv) That the recommendation that the Employment and Skills Panel take on the functions of the Skills Advisory Panel be approved and its terms of reference be adapted.
- (v) That the Cities and Local Growth Unit (CLOG) monitoring dashboard be endorsed and signed off by the LEP Chair.

74. Leeds City Region Local Assurance Framework

The Board considered a joint report of the Directors of Delivery and Corporate Resources which provided an update on progress relating to proposed changes to the Leeds City Region Local Assurance Framework arising from its annual review. This followed the recently issued review of the National Assurance Framework (January 2019), the Strengthened Local Enterprise Partnership report (July 2018) and in accordance with guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

Members noted the changes that had been made to the Local Assurance Framework which were set out in the report. It was noted that the Overview & Scrutiny Committee's LEP Review Working Group had also considered the assurance framework and it was agreed that approval to sign off the final version be delegated to the LEP Board Chair, with the LEP Chief Executive and Chair of the Combined Authority.

In order to secure compliance with the National Local Growth Assurance Framework, the Board considered proposed amendments to the LEP Constitution and LEP Board Procedure Rules which were set out in Appendices 2 and 3 of the report.

It was also proposed to adopt a new LEP Conflicts of Interest Policy and Protocol to supplement the existing Code of Conduct for Members of the LEP Board and these were attached at Appendices 4 and 5. The Chair of the Overview & Scrutiny Committee's comments had been incorporated into the documents and it was agreed that following consideration by the Combined Authority on 25 April 2019 authority be delegated to the LEP Chair to approve the Policy and Protocol on behalf of the LEP.

It was reported that the Strengthened Local Enterprise Partnerships report also set out the requirement for all LEPs to produce an annual delivery plan

setting out proposals and targets. The Board considered the draft content for the LEP delivery plan and annual review and agreed that final approval of the content be delegated to the Combined Authority's Managing Director, in consultation with the Chair of the Combined Authority and LEP Chair.

Members also considered the LEP Equality & Diversity Policy including a Diversity Statement which had to be reviewed annually and a copy was attached at Appendix 6.

The LEP Board thanked all involved in the preparation of the important documents.

Resolved:

- (i) That the changes made to the Local Assurance Framework, as set out in the report be noted.
- (ii) That the substantive form of the draft updated assurance framework document be approved.
- (iii) That approval to sign off the final version of the assurance framework be delegated to the LEP Board Chair, with the LEP Chief Executive and Chair of the Combined Authority.
- (iv) That amendments to the following governance documents be approved:
 - The LEP Constitution, as set out in Appendix 2 of the report.
 - The LEP Board Procedure Rules as set out in Appendix 3 of the report.
- (v) That the draft Conflicts of Interest Policy, attached at Appendix 4 of the report and the Conflicts of Interest Protocol, attached at Appendix 5 of the report be endorsed and authority be delegated to the LEP Chair to approve the Policy and Protocol on behalf of the LEP, further to their consideration by the Combined Authority on 25 April 2019.
- (vi) That the 2019/20 LEP delivery plan be endorsed, with a final sign off delegated to the Combined Authority's Managing Director, in consultation with the Chair of the Combined Authority and the LEP Chair.
- (vii) That the LEP Equality & Diversity Policy and Diversity Statement, attached at Appendix 6 of the report, which forms part of the Local Assurance Framework, be approved.

75. Strengthened Local Enterprise Partnerships

The Board considered a report of the Director of Policy, Strategy and Communications which provided an update on the work of the Transition

Subgroup (TSG) in implementing Government's recommendations for 'Strengthened Local Enterprise Partnerships' in advance of the creation of a new LEP.

It was reported that whilst positive progress has been made, discussions were continuing as the TSG are not yet in a position to make firm recommendations on the merger/creation of a new LEP. It was recognised that the ambition to create a new LEP which is better than the existing LEPs was challenging and there are risks in establishing a new LEP covering such a broad area.

Members were advised that good progress had been made in discussing how the economic services functions of both LEPs can serve the diverse areas and communities of the new LEP and there was an opportunity to provide an extensive service across the new area. It was noted that in the meantime both the Leeds City Region and York, North Yorkshire and East Riding LEPs will work together to maximise joint call opportunities in European Regional Development Fund (ERDF) and European Structural Fund (ESF) funding.

With regard to managing existing projects and programmes, it was proposed that an approach which avoids unnecessary complication is adopted in the creation of a new LEP.

Further updates would be provided at future meetings.

Resolved: That further advice and recommendations on the establishment of a new LEP be brought to a future meeting.

76. Local Industrial Strategy Development

The Board considered a report of the Director of Policy, Strategy and Communications which provided an update on progress to develop a Local Industrial Strategy (LIS) for the proposed new LEP geography, which encompasses the areas of West and North Yorkshire.

It was reported that the two LEPs are working towards the development of a single LIS and the target date for a final version is December 2019, to be signed off by Government by March 2020.

Members discussed and endorsed the ongoing work to develop and build on the strong evidence base already in existence and to engage an independent panel to provide expert challenge and advice and critical review of the evidence base and subsequent policy priorities. Members of the panel would be drawn from a range of areas including academia, business and the public and private sector. It was proposed that the panel will meet in April 2019 and meetings will be held throughout the development process. In addition, comprehensive engagement will take place with the LEP Board Panels, the Business Communications Group, businesses, universities, local authorities, community and citizen groups and young people. A range of

activities will be explored including workshops, roundtables and place-based community engagement events. Members will be provided with further information on the engagement process and it was suggested that consideration be given to holding a LEP Board workshop with colleagues from the wider geography in September 2019.

Resolved: That the progress made be noted and the proposed way forward on development of the evidence base be endorsed.

77. Review of Inclusive Growth for Business Grants

The Board considered a report of the Executive Head of Economic Services on a review of Inclusive Growth for Business Grants.

The Chair reported that this would be Sue Cooke's last LEP Board meeting as she had been appointed as Chief Executive of the 3M Buckley Innovation Centre at Huddersfield University. Members passed on their warmest congratulations and thanks for her hard work in the key role she has played in championing the Leeds City Region and wished her well in her new role.

The report provided an update on the effectiveness to date of the new approach to securing inclusive growth commitments from recipients of business grants from the LEP's Business Growth Programme (BGP).

The Board discussed the future approach to inclusive growth commitments from recipients of business grants and noted the feedback from recent consultation with the Business Innovation and Growth Panel, the Inclusive Growth and Public Policy Panel and the Overview and Scrutiny Committee. The Overview & Scrutiny Committee had previously recommended that consideration be given to extending the inclusive growth approach to the grant elements of all business support programmes and also to grants of all values. At their meeting held on 22 March 2019, the Overview and Scrutiny Committee had considered the new proposed inclusive growth criteria and commitments for all LEP business grants programmes and a supplementary note was circulated at the meeting which provided an update on their feedback, comments and recommendations.

The Board discussed the benefits and risks of extending/adapting the approach to other grant programmes which were outlined in the report. Consideration was given to the proposed extension of the Inclusive Growth criteria and commitments to the full range of LEP business grants. These were attached at Appendices 2 and 3 and comment was made that whilst commitments from businesses receiving grants could be strengthened the impact on smaller businesses needed to be taken into account.

Members welcomed the positive progress and considered that external communications to raise awareness of the support provided by the LEP across the whole city region was important. It was considered that case studies could be used to support and promote the help available and

opportunities to seek sponsorship for an inclusive growth category at local business awards should also be investigated.

It was noted that the Business Innovation and Growth Panel had considered the outcome of the six month review and the approach would continue to be reviewed and a progress report brought to a future meeting of the LEP Board.

Resolved:

- (i) That the progress to date on the implementation of the new Inclusive Growth criteria and commitments to the Business Growth Programme (BGP) be noted.
- (ii) That the proposal to continue the approach to inclusive growth for recipients of business grants be endorsed.
- (iii) That the proposed extension of the Inclusive Growth criteria and commitments to the full range of LEP business grants as set out in Appendices 2 and 3 of the submitted report be adopted.
- (iv) That the approach be closely monitored for a further six month period and progress be reported to a future meeting.

78. Economic Reporting

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

The report and appendices covered the main local, national and international economic developments and included a commentary and assessment in respect of the ongoing uncertainty associated with Brexit.

Resolved: That the report and appendices be noted.

79. Reinvestment of Grants and Loans and Enterprise Zones

The Board considered a report of the Director of Policy, Strategy and Communications on the reinvestment of grants and loans and Enterprise Zones.

The report provided an update on issues of business finance, particularly the role of the LEP in making business investments and the future use of returned funds from the Growing Places Fund.

It was noted that in order to ensure that the LEP continues to fulfil a role that is not met by the existing business finance market, work had been undertaken to understand current business finance trends. It was proposed that the LEP looks to develop a future business investment model which will

require exploring a different set of skills and structures. A new model would also need to deliver a different set of investment products, and provide reinforced approaches to existing programmes such as for Enterprise Zones. Members discussed the detail of how this could be further developed, including a possible structured income fund and flexible growth fund and it was proposed that the LEP take the following steps:

- Engage with external advice on the approach to developing the new model.
- Work to develop the internal capacity required to enable the LEP to service the commercial grant and loan activity, with the ambition to establish a centre of excellence.
- Further scoping of two products - a structured income fund and flexible growth fund - and soft market testing of the opportunities in the existing market.

It was reported that the Business Innovation and Growth Panel had discussed elements of the reinvestment of grant and loans work at their last meeting. It was agreed that a working group be established with representation from business and it was suggested that the group report to the Business Innovation and Growth Panel on development of the two products. A report would be prepared for a future meeting outlining the potential costs and income from the proposed products including interest, technical support, resource and potentially balancing a portfolio of risk.

The Board noted the background and context to the Leeds City Region Enterprise Zones (EZ) programme and the barriers to the development of a number of EZ sites. Members discussed the funding options and policy guidance for provision of grant support to assist with accelerated delivery of the programme which was detailed in the report. It was recognised that the proposed approach to the EZs would also help to ensure that the maximum number of schemes can be developed within the funding timescales.

Resolved:

- (i) That the progress of work to date on business finance be noted and the following three actions be endorsed:
 - (a) Engage external advice on the approach and design of the two products.
 - (b) Work to develop the internal capacity required to enable the LEP to service our future commercial grant and loan activity, with the ambition to establish a centre of excellence.
 - (c) Further scoping of the two products and soft market testing of the opportunities in the existing market.
- (ii) That the following two business investment products to test further through this work be noted:

- (a) A returnable investment, structured income fund supporting regional growth whilst delivering maximum returns to the LEP.
 - (b) A flexible growth fund that can be used to invest in targeted investments to respond to changes in business needs, where there is clear evidence of market failure and therefore additional levels of risk.
- (iii) That the policy guidance outlined in paragraphs 2.18 – 2.38 of the submitted report for provision of grant support to the private sector on project with a demonstrable viability gap as a funding option for the Leeds City Region Enterprise Zone (EZ), to assist with accelerated delivery of the programme be approved.

80. Draft minutes of the West Yorkshire Combined Authority held on 14 February 2019

Resolved: That the draft minutes of the West Yorkshire Combined Authority held on 14 February 2019 be noted.

81. Date of Next Meeting

It was noted that the next meeting would be the annual meeting of the LEP Board, to be held at 2pm on Thursday 6 June 2019.

Members were advised that a period of time would be allocated at the end of the annual meeting to allow a public question time item. This was mandatory and was included in the national Assurance Framework guidance published by the Ministry of Housing, Communities and Local Government (MHCLG). It was proposed to use a similar process as that used by District Councils and questions would be invited in advance so that responses can be prepared.

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

Date: 6 June 2019

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

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

1.1 To ask the LEP Board to:

- nominate a member and substitute member to the West Yorkshire Combined Authority (“the Combined Authority”),
- nominate two private sector representatives to sit as non-voting members of the Combined Authority’s Transport Committee,
- nominate a member and substitute member to the Transport for the North (TfN) Partnership Board, and
- note the LEP’s nominated representative and alternate to the Strategic Oversight Board for the Northern Powerhouse Investment Fund Ltd.

2. Information

- 2.1 The West Yorkshire Combined Authority Order 2014 (“the 2014 Order”) provides that the Combined Authority shall appoint a member of the LEP nominated by the LEP to be a member of the Combined Authority, (“**the LEP Member**”). The Combined Authority must also appoint a substitute for the LEP Member, to act in their absence.
- 2.2 The Combined Authority also seeks nominations from the LEP for two private sector representatives to sit as non-voting members of the Combined Authority’s **Transport Committee**.
- 2.3 Item eight on this agenda addresses the nomination of private sector representatives to advisory panels of the Combined Authority which report to the LEP.

Transport for the North (TfN)

- 2.4 TfN seek a nomination each year for a representative from each of the 11 local enterprise partnerships within the TfN area to be appointed to the **TfN Partnership Board** at their annual meeting. The TfN annual meeting this year is on 31 July 2019. A substitute is also required. The practice to date is that TfN Board co-opts each LEP representative on the Partnership Board as a non-voting member of the TfN Board.

Strategic Oversight Board for Northern Powerhouse Investment Fund Ltd

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

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 The 2014 Order does not require the Combined Authority's LEP Member or their substitute to be a private sector representative. However, private sector representation secures direct private sector input into the Combined Authority membership.
- 4.2 The 2014 Order provides for the Combined Authority's LEP Member to be non-voting. However, members of the Combined Authority appointed by constituent councils of the Combined Authority may resolve that this provision does not apply.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board:
- i. Nominates Roger Marsh to be the LEP Member on the Combined Authority, and Professor Bob Cryan to be the substitute LEP Member on the Combined Authority.
 - ii. Nominates two private sector representatives to be non-voting members of the Combined Authority's Transport Committee.

- iii. Nominates Roger Marsh to be a member of TfN's Partnership Board to be re-appointed at the TfN annual meeting, and a substitute, noting that TfN practice is to co-opt the LEP's representative on the Partnership Board to the TfN Board.
- iv. Notes that Roger Marsh as Chair of the LEP is a nominated representative to the Strategic Oversight Board for Northern Powerhouse Investment Fund Ltd, with Ben Still, Chief Executive Officer of the LEP as his alternate.

8. Background Documents

8.1 None.

9. Appendices

9.1 None.

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

Date: 6 June 2019

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

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To note the West Yorkshire Combined Authority's (the Combined Authority's) panel arrangements to be confirmed at the Combined Authority's annual meeting on 27 June 2019, and to make recommendations in respect of private sector representation on those panels.
- 1.2 To ask the LEP Board to appoint the Business Communications Group as an advisory group of the LEP Board, and confirm its membership, the Chair and updated governance arrangements.

2. Information

Advisory Panels

- 2.1 The Combined Authority currently appoint a number of advisory committees (panels) which advise both the Combined Authority and the LEP, with Panel Chairs reporting directly to the LEP Board. The panels are as follows:
 - Business Innovation and Growth Panel,
 - Employment and Skills Panel
 - Green Economy Panel
 - Inclusive Growth and Public Policy Panel
 - Place Panel.
- 2.2 Information about the current panel arrangements may be found [here](#). It is not anticipated that panel arrangements will be significantly altered at the Combined Authority's annual meeting on 27 June 2019. The proposed changes known to date are as follows:
 - terms of reference for the each Panel to refer to “securing inclusive and **clean**” growth, reflecting the new corporate priority of clean growth.

- terms of reference for the **Employment and Skills Panel** to reflect the panel's role as skills advisory panel for the LEP, with the appointment of an additional non-voting member to be appointed to comply with government guidance.
- 2.3 Membership of the Panels includes members of the LEP Board and other private sector representatives (as well as local authority representatives from partner councils from across the Leeds City Region). A number of vacancies for private sector representatives arise for the new municipal year. In view of the on-going review of LEP arrangements, expressions of interest were sought from current private sector representatives on the advisory panels, to address the vacancies. The LEP Board is now asked to endorse membership, recommend extensions to terms of office, and nominate private sector representatives in accordance with the schedule attached as **Appendix 1** to this report.
- 2.4 It is understood that the Business Investment Panel will also be re-appointed as a sub-committee by the West Yorkshire and York Investment Committee, to advise on economic development loans and grants within the Leeds City Region. The LEP Board is now asked to endorse private sector representation on the Panel and recommend an extension to terms of office of one private sector representative in accordance with the schedule attached as **Appendix 2** to this report.

Business Communications Group

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

Membership

- 2.7 The Group brings together representative organisations and sector bodies in the region, collectively representing around 20,000 local companies. The current membership is set out in the attached **Appendix 3**. It is proposed that Joanna Robinson is appointed as the Chair of the Group.

Governance arrangements

- 2.8 Governance documentation for the Group is attached as **Appendix 4** to this report, amended as highlighted to refer to the Group's role set out in the LEP's

Recruitment Procedure for Private Sector Representatives in relation to recruitment processes for the LEP Chair.

3. Financial Implications

3.1 None.

4. Legal Implications

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

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board:

- i. Notes the panel (advisory committees) arrangements as set out in this report.
- ii. Endorses current private sector membership, recommends extensions to terms of office and nominates private sector representatives in accordance with the schedules attached as **Appendices 1 and 2** to this report.
- iii. Appoints the Business Communications Group as an advisory group of the LEP Board.
- iv. Confirms the membership of the Business Communications Group as set out in **Appendix 3** to this report.
- v. Endorses the governance arrangements for the Business Communications Group as set out in **Appendix 4** to this report.
- vi. Appoints Joanna Robinson as Chair of the Business Communications Group.

8. Background Documents

8.1 None.

9. Appendices

- Appendix 1 - Schedule of private sector representatives on advisory panels
- Appendix 2 - Schedule of private sector representatives on Business Investment Panel
- Appendix 3 - Membership of the Business Communications Group
- Appendix 4 - Governance arrangements for the Business Communications Group

Private Sector representatives on advisory panels:

Panel	Private Sector Representative	Current term of Office	Recommendation
Business Innovation and Growth Panel	Martin Booth Nicola Greenan Amir Hussain Will Roebuck	14 December 2020 (with a further 3 year option)	To endorse their membership of the panel
	Mike Danby Philip Wilson Simon Wright	30 June 2019	To endorse their membership of the panel and to extend the term of office to 31 December 2020
	Andrew Latchmore Mark Roberts	N/A	To nominate to the panel for a term of office to 31 December 2020
	John Eaglesham Lee Savage	30 June 2019	Term of office to expire
Employment and Skills Panel	Mark Roberts Amanda Stainton	14 December 2020 & 1 May 2020 respectively	To endorse their membership on the panel
	Glynn Robinson & Simon Barratt	30 June 2019	To endorse their membership of the panel and to extend the term of office to 31 December 2020
	Martin Booth	N/A	To nominate to the panel for a term of office to 31 December 2020
	Peter Duffy Tom Keeney Karen Milner Beverley Parrish	30 June 2019	Term of office to expire
Green Economy Panel	Simon Pringle Bill Firth Natasha Luther-Jones Alice Owen	30 June 2019	To endorse their membership of the panel and to extend the term of office to 31 December 2020
	Mark Duncan	30 June 2019	Resigned 29 May 2018
	John Williams	30 June 2019	Term of office to expire
Inclusive Growth and Public Policy Panel	Nicola Greenan	3 September 2021	To endorse their membership of the panel
	Mike Danby & Alice Owen	N/A	To nominate to the panel for a term of

Private Sector representatives on advisory panels:

			office to 31 December 2020
Place Panel	Amir Hussain Andrew Latchmore	14 December 2020	To endorse their membership of the panel

Private Sector representatives on Business Investment Panel:

Panel	Private Sector Representative	Current term of Office	Recommendation
Business Investment Panel	Simon Wright	30 June 2019	To endorse their membership of the panel and to recommend an extension of the term of office to 31 December 2020
	Michael Allen Jonathan King Marcus Mills Gareth Yates	3 January 2021	To endorse their membership of the panel
	Colin Glass OBE	26 September 2021	To endorse their membership of the panel

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Business Communications Group – Membership

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

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Business Communications Group

Governance arrangements

Aim

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

Membership

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

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

Activities

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

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

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

Meetings

The Group meets on a quarterly basis and meetings include:

- updates from previous LEP Board meetings including any actions or priorities that the Group should be taking forward,
- feedback from the various representatives about the performance of the local economy including any major barriers to growth or significant changes to economic activity, and
- feedback from any “task and finish” groups that may have been established.

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

Time commitment

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

Chair

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

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

Report to: Leeds City Region Enterprise Partnership Board

Date: 6 June 2019

Subject: **Governance arrangements**

Director: Angela Taylor, Director of Corporate services

Author(s): Caroline Allen

1. Purpose of this report

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

2. Information

- 2.1 As a matter of good practice, the LEP should review all constitutional documents annually, and the LEP's Procedure Rules require this to be carried out at the LEP's annual meeting.
- 2.2 The "Annual Conversation" performance review of the LEP carried out by the Cities and Local Growth Unit in February rated the LEP's overall governance arrangements as good. More information about the LEP's Annual Performance Review 2018/19 can be found [here](#).
- 2.3 A review of LEP governance documents was carried out as part of the review of the LEP's Local Assurance Framework, further to the revised National Local Growth Assurance Framework guidance issued by the Department for Communities and Local Government in January 2019. Amendments to governance documents to secure compliance with the guidance were approved by the LEP at its meeting in March 2019.
- 2.4 A new Conflicts of Interest Process and Protocol was also jointly adopted and implemented by the LEP and the Combined Authority, further to the Combined Authority meeting on 25 April 2019.
- 2.5 Due to the recent review, there are few amendments proposed to the majority of the LEP's governance documents, other than minor amendments for updating and clarification purposes.
- 2.6 The following amendments are proposed, as highlighted on the relevant appendices:

Appendix	Document	Proposed amendment	
App 1	LEP Constitution	Paras 6.5 and 7.6	Insert additional references to the Conflicts of Interest Policy and Protocol
App 2	LEP Procedure Rules	Rule 6.1	Insert receiving the Annual Scrutiny Report as annual meeting business
		Rule 7	Amend “LEP business” to “LEP activities” for clarification
App 3	Access to information Annex	Part 3	Insert references to the Transparency Code 2015, for completeness and to promote transparency
App 4	Code of Practice for recording meetings	New para 2	Insert provisions relating to LEP and Combined Authority recording of meetings
App 5	LEP Whistleblowing Policy	Para 2	Updated post title
		Footnote 2 - new	Clarify that reporting is by reference to the financial year
App 6	LEP’s Confidential Complaints Procedure	Para 11	Clarify that reporting is by reference to the financial year
App 7	Recruitment Procedure for Private Sector Representatives	New footnote 1	Clarify that the procedure may not be followed in exceptional circumstances

Standards arrangements

- 2.7 Amendments are proposed to the LEP Board Members’ Code of Conduct, and the Procedure for Considering Complaints about Conduct. Some of these follow best practice recommendations made by the Committee on Standards in Public Life in its report on standards in local government. Although the report did not directly address standards for local enterprise partnerships, the Head of Legal and Governance Services has reviewed the LEP’s arrangements against the best practice recommendations. Consequently, some amendments are proposed, to further enhance transparency and promote high standards of conduct. Appendix 8 to this report sets out the best practice recommendations, and the consequential recommendations to the LEP which flow from them.
- 2.8 The following amendments are proposed to the LEP’s governance documents relating to standards:

Appendix	Document	Proposed amendment	
Appendix 9	LEP Board Members' Code of Conduct	Various - further to the report of the Committee on Standards in Public Life	See further Appendix 8
		New footnote to Para 1	Clarify the scope of the Code.
		Para 11 – new footnote	Clarify the requirement for a member to review their register of interests before a meeting
		Para 16	Clarify when a restriction on participation arises
		Para 17	Insert reference to the Conflicts of Interest Policy and Protocol
		Schedule of interests – new footnote	Clarify, to reflect Para 9
		Revised Appendix A	Clarify and insert new general principles relating to Gifts and Hospitality
Appendix 10	LEP Procedure for considering complaints about conduct	Various - further to the report of the Committee on Standards in Public Life	See further Appendix 8
		Minor amendments	To clarify and update
		Para 22	Clarify that the annual report

			relates to complaints during the previous financial year
Appendix 11	Conflicts of Interest Policy	None	
Appendix 12	Conflicts of Interest Protocol	Para 8	Clarify that the annual report relates to applications the previous financial year

2.9 Item 10 on this agenda provides annual accountability reports, in relation to the complaints and whistleblowing procedures and the management of conflict of interests during the 2018/19 financial year.

3. Financial Implications

3.1 None arising in respect of this report.

4. Legal Implications

4.1 None arising in respect of this report.

5. Staffing Implications

5.1 None arising in respect of this report.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board reviews and approves the LEP's governance documents attached to this report as follows:

- Appendix 1 – LEP Constitution
- Appendix 2 – LEP Procedure Rules
- Appendix 3 – Access to information Annex
- Appendix 4 – Code of Practice for recording meetings
- Appendix 5 – LEP Whistleblowing Policy
- Appendix 6 – LEP's Confidential Complaints Procedure
- Appendix 7 – Recruitment Procedure for Private Sector Representatives
- Appendix 9 – LEP Board Members' Code of Conduct
- Appendix 10 – LEP Procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct

- Appendix 11 – Conflicts of Interest Policy
- Appendix 12 – Conflicts of Interest Protocol

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – LEP Constitution

Appendix 2 – LEP Procedure Rules

Appendix 3 – Access to information Annex

Appendix 4 – Code of Practice for recording meetings

Appendix 5 – LEP Whistleblowing Policy

Appendix 6 – LEP’s Confidential Complaints Procedure

Appendix 7 – LEP’s Recruitment Procedure

Appendix 8 – Best practice recommendations from the Committee on Standards in Public Life

Appendix 9 – LEP Board Members’ Code of Conduct

Appendix 10 – LEP Procedure for considering complaints about conduct

Appendix 11 – Conflicts of Interest Policy

Appendix 12 – Conflicts of Interest Protocol

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Leeds City Region Enterprise Partnership

Constitution

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

- 1.1 The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve the productivity of the Leeds City Region.¹ It is an autonomous business-led private-public local partnership, which brings together private and public sectors from across Leeds City Region, to provide strategic leadership.
- 1.2 The **Leeds City Region Enterprise Partnership Board ('LEP Board')** is the decision-making forum of the LEP.
- 1.3 The LEP focusses on the following four activities:
 - **Strategy:** setting and developing strategy, including the Strategic Economic Plan (SEP) (to be replaced by the Local Inclusive Industrial Strategy (LIIS)) that identifies local strengths and challenges, future opportunities and the interventions needed to boost productivity, earning power and competitiveness across the Leeds City Region.
 - **Allocation of funding:** identifying and developing investment opportunities, prioritising the award of local growth funding; and monitoring and evaluating the impact of LEP activities to improve productivity across the local economy.
 - **Co-ordination:** using the LEP's convening power, and bringing together partners from the private, public and third sectors.
 - **Advocacy:** collaborating with a wide-range of local partners to act as an informed and independent voice for the Leeds City Region.

2. The LEP's accountable body

- 2.1 The West Yorkshire Combined Authority (the Combined Authority) is the accountable body for the LEP. As accountable body, the Combined Authority is responsible for:
 - carrying out **finance functions** on behalf of the LEP
 - **oversight** of the LEP's financial and governance, transparency and accountability arrangements
 - providing **additional support** as agreed by the LEP.

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

2.2 The LEP has agreed a formal statement with the accountable body, defining their roles and relationship².

3. Interpretation

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

- how any provision in this Constitution or any other LEP governance document should be interpreted, and
- any question of procedure not provided for by the Constitution or another LEP governance document.

4. LEP Board Membership

4.1 LEP Board membership must include:

- **private sector representatives**³ who live or work within the Leeds City Region; and
- Leeds City Region **local authority representatives**.

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

Appointment

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

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

² This is Appendix 1 of the Leeds City Region Assurance Framework

³ A private sector representative must be or have been employed by an organisation not included as central government, local government or a public corporation as defined for the UK National Accounts. For this purpose, any Higher Education or Further Education Institution is not classified as a public sector organisation.

- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962).
- 4.4 The LEP Board shall appoint the **private sector representatives** to the LEP Board. Each private sector representative on the LEP Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.
- 4.5 The LEP Board will select the private sector representatives in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives.
- 4.6 The following local authorities shall each appoint a **local authority representative** to the LEP Board⁴:
- City of **Bradford** Metropolitan District Council
 - Borough Council of **Calderdale**
 - **Harrogate** Borough Council
 - **Kirklees** Metropolitan Council
 - **Leeds** City Council
 - **North Yorkshire** County Council
 - Council of the City of **Wakefield**
 - City of **York** Council
- 4.7 Each of these local authorities may also appoint a substitute to act in the absence of their appointed representative, subject to the LEP Board Procedure Rules⁵. The substitute member must be an elected councillor from the same local authority as the member for whom they are substituting, with the exception of the representative for Harrogate Borough Council, the substitute for whom may be by an elected Member from Craven District Council, Selby District Council or Harrogate Borough Council.
- 4.8 An officer cannot substitute for any member of the LEP Board.

Appointment of Chair and Deputy Chair of the LEP

- 4.9 The LEP Board will appoint:
- a private sector representative as **Chair of the LEP**, and
 - one of the local authority representatives appointed to the LEP Board as a **Deputy Chair of the LEP**.
- 4.10 A person ceases to be Chair of the LEP or Deputy Chair of the LEP if they cease to be a member of the LEP Board.

⁴ This is expected, but not required, to be the Leader of the relevant council.

⁵ See LEP Board Procedure Rule 9

- 4.11 The role of the Chair is to convene the local business community and public sector stakeholders, whilst overseeing the allocation of funding for which the LEP is responsible and the development of an economic strategy.
- 4.12 The LEP Board will select the Chair in accordance with the LEP's diversity statement and in accordance with its Recruitment Procedure for Private Sector Representatives. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair of the LEP.

Terms of office

- 4.13 The terms of office for each private sector representative will normally be a maximum of three years, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve an extension of a further three years.
- 4.14 The terms of office for the Chair and Deputy Chair will be three years⁶, with an optional extension of three years. In exceptional circumstances, the LEP Board may approve a further extension of three years.
- 4.15 The LEP Board may terminate the membership of any private sector representative at any time.
- 4.16 The terms of office for any **local authority representative** (or their substitute) is at the discretion of their appointing authority; authorities may terminate their appointment or appoint a representative at any time, by notification in writing to the Combined Authority's Head of Legal and Governance.
- 4.17 Any member of the LEP Board may resign at any time by written notification to the LEP Chair.

5. Membership of Combined Authority Panels

- 5.1 The Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority Panel or committee⁷. The minutes of any such Panel will be reported to the LEP Board as soon as reasonably practicable.

6. LEP Officers

- 6.1 Combined Authority officers serve both LEP and the Combined Authority.

⁶ This provision to come into effect once the existing Chair's current term of office has expired.

⁷ The Combined Authority's governance arrangements will apply to any such appointment.

- 6.2 Every Combined Authority officer must comply with the Combined Authority Officers' Code of Conduct, which is published on the Combined Authority's web-site. Senior officers of the Combined Authority and those staff advising on LEP decisions are required to confirm that they will have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in their conduct at all times and that they will comply with the Combined Authority's Code of Conduct for Officers and Gifts and Hospitality Policy. They are also required to declare specified interests on a register. The register of the Chief Executive Officer shall be published on the LEP web-site.
- 6.3 The Head of Legal and Governance Services keeps a record of any notice of a pecuniary interest in a contract given by an officer⁸.
- 6.4 Any other officer from another local authority advising the LEP must comply with the Officers' Code of Conduct adopted by their local authority.
- 6.5 All officers advising the LEP Board should be mindful of any potential conflicts of interest which may arise from their personal position, or their professional position (that is, arising out of the interests of any constituent local authority in a matter). They should exclude themselves from advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned. **The Conflicts of Interest Policy applies to any officer of the Combined Authority and any officer of a local authority who advise the Combined Authority or the LEP.**
- 6.6 The Managing Director of the West Yorkshire Combined Authority is the **Chief Executive Officer** of the LEP.
- 6.7 The role of the Combined Authority's Section 73 Chief Finance Officer⁹ who is responsible for the proper administration of the Combined Authority's financial affairs, extends to the financial affairs of the LEP. The Section 73 Chief Finance Officer also has a role in relation to instilling good and proportionate LEP governance. The responsibilities of the Section 73 Chief Finance Officer are set out in detail in Appendix 2 of the Assurance Framework.

7. Members of the LEP Board - conduct

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

⁸ Under S117 Local Government Act 1972 – see further the Combined Authority Procedure Standing Orders.

⁹ Appointed under Section 73 Local Government Act 1985. This role is carried out by the Combined Authority's Director of Corporate Services

- 7.2 The register of interests required under the LEP Members' Code of Conduct will be published on the Combined Authority's web-site.
- 7.3 Any declarations of interest made by a member of the LEP Board at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting.
- 7.4 Any declaration of a conflict of interest by the Chair of the LEP precluding the Chair of the LEP from making an urgent decision on behalf of the LEP shall be recorded in the record of the decision reported to LEP Board.
- 7.5 Any alleged breach of the LEP Board Members' Code of Conduct will be dealt with under the procedure annexed to the Code.
- 7.6 The Conflicts of Interest Policy and Protocol apply to every member of the LEP Board.

8. LEP Board Groups

- 8.1 The LEP Board may at any time appoint an advisory group (in relation to a particular on-going issue or theme), or a working group (in relation to a time-limited task) for the purpose of providing advice to the LEP Board.
- 8.2 The LEP Board may appoint as a member of an advisory group or working group, any private sector representative or other persons who are not members of the LEP Board.
- 8.3 The membership of any group or working group appointed by the LEP Board must include a member of the LEP Board who will report back to the LEP Board on any recommendations made by the group.
- 8.4 The LEP Board shall determine the procedure for any group or working group; in the absence of any such determination the procedure shall be determined by the group or working group itself.

9. LEP Board meetings

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

10. Urgent decisions of the LEP

- 10.1 In exceptional circumstances where it is not practicable for the Chair of the LEP to call an additional meeting of the LEP Board to consider an urgent matter, the Chair of the LEP may, in consultation with the Combined Authority's Managing Director make an urgent decision on

behalf of the LEP, provided that the Chair of the LEP does not have a conflict of interest in the matter.

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

11. Scrutiny arrangements¹⁰

- 11.1 The Combined Authority's Overview and Scrutiny Committee may make a report or recommendations on any matter considered by the LEP or relating to LEP governance. It may also review or scrutinise any Combined Authority decision in its role as accountable body for the LEP. The Combined Authority's Scrutiny Officer shall facilitate the Committee to carry out appropriate scrutiny of LEP Board decision-making and LEP achievements.
- 11.2 The LEP may seek input from the Combined Authority's Overview and Scrutiny Committee on any issue relating to policy and strategy development or otherwise¹¹.
- 11.3 Any member of the LEP Board may be asked to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee, or any meeting of any Overview and Scrutiny Committee appointed by any local authority in the Leeds City Region.

12. Lobbying

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

13. Complaints and Whistleblowing

- 13.1 Any complaint received about the LEP will be dealt with under either
 - the Combined Authority's Complaints Policy, or
 - the LEP's Confidential Complaints Procedure.

¹⁰ These scrutiny arrangements are agreed by the LEP and the Combined Authority as its Accountable Body.

¹¹ This will be by way of a request put forward to the Combined Authority's Scrutiny Officer, in the first instance.

- 13.2 Any complaint about an individual member of the LEP Board alleging a breach of the LEP Board Members' Code of Conduct will be dealt with in accordance with paragraph 7 above.
- 13.3 Any whistleblowing concerns raised about the LEP will be dealt with under the LEP's Whistleblowing Policy. This is published on the LEP's web-site.
- 13.4 Each of these procedures or policies shall be published on the Combined Authority web-site and accessible from the LEP web-site.
- 13.5 The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

14. Remuneration

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

15. Amendments to LEP constitutional or governance documents

- 15.1 The Combined Authority's Head of Legal and Governance Services, in consultation with the Chair of the LEP, is authorised to make any changes to any constitutional or governance documents which are required:
- as a result of any government guidance, legislative change or decisions of the LEP Board, or
 - to enable the documents to be kept up to date, or
 - for the purposes of clarification only.

16. Publication of constitution and other governance documents

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

Leeds City Region Enterprise Partnership (LEP) Board

Procedure Rules

Introduction

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

1 Role of the chair

- 1.1 The Chair of the LEP if present shall preside at any meeting of the LEP Board, or in their absence² the Deputy Chair of the LEP. If neither are present, the meeting will elect a chair to preside for that meeting.

2 Interpretation

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

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

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

3 Convening meetings

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

4 Place of meetings

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

¹ through its Monitoring Officer, the Head of Legal and Governance Services.

² including where the Chair cannot participate due to a conflict of interest

5 Notice of meetings

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

6 Annual meeting business

- 6.1 At the annual meeting the LEP Board will:

- In respect of membership:
 - note the **local authority representatives** and substitutes appointed to the LEP Board
 - appoint (or confirm the continuing LEP Board membership of) **private sector representatives**
 - appoint (or confirm the continuing LEP Board membership of) any other **public sector representatives**
 - identify the member of the LEP Board to represent and engage with the **SME business community**
 - identify the member of the LEP Board to act as **diversity champion**
- appoint the **Deputy Chair of the LEP**
- nominate a **Combined Authority LEP Member** and their substitute
- appoint to any **outside bodies**
- appoint any **advisory group or working group** to the LEP Board
- review and approve the LEP's **governance documents**
- receive an annual report on **complaints and whistleblowing concerns** received about the LEP or any member of the LEP Board
- receive an annual statement relating to the LEP's **remuneration and expenses scheme** and **review the scheme**
- review and receive the LEP's **equality and diversity policy including the diversity statement**³
- **receive the Annual Scrutiny Report**⁴
- agree the **date and time** of LEP Board meetings for the year
- provide an **opportunity for the public to ask questions**, and
- consider **any other business** set out in the agenda for the meeting.

7 Business at LEP Board meetings

- 7.1 Every meeting of the LEP Board will:

- receive **declaration of interests** from members of the LEP Board
- approve the **minutes** of the last **LEP Board**,

³ This includes an annual report on diversity.

⁴ This summarises the work undertaken by the Overview and Scrutiny Committee in the previous year

- consider **any decision of the Chair of the LEP** made under the **urgency provisions**
- receive the **minutes** of any LEP Board **advisory group or working group**
- receive the **minutes** of or an update **from the Combined Authority** and any relevant **Combined Authority advisory committee or panel**
- consider any relevant **reports or recommendations** from **the Combined Authority's Overview and Scrutiny Committee**⁵
- consider any audit reports or recommendations relating to LEP **activities**,⁶ and
- consider **any other business** set out in the agenda for the meeting.

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

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

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

- a copy of the agenda including the item⁷ has been open to public inspection for at least five clear days before the meeting, or
- by reason of special circumstances, which shall be specified in the minutes, the chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

7.4 All reports to the LEP Board shall include any written advice on the matter provided by the Combined Authority's Section 73 Chief Finance Officer⁸ and Monitoring Officer⁹.

8 Public access to agenda and reports

8.1 At least five clear days before a meeting of the LEP Board, the Head of Legal and Governance Services will make available for inspection by the public at the Combined Authority's offices¹⁰:

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

⁵ or from any other overview and scrutiny committee of any local authority within the Leeds City Region.

⁶ as determined by the Chief Finance Officer appointed by the Combined Authority under Section 73 Local Government Act 1985. This is the Combined Authority's Director of Corporate Services

⁷ This is subject to the provisions relating to exempt and confidential information as set out in the Access to Information Annex to these Procedure Rules

⁸ See footnote above.

⁹ The LEP Board's rationale for not following any advice should be recorded in the minutes of the meeting.

¹⁰ Wellington House 40-50 Wellington Street, Leeds LS1 2DE.

- 8.2 Where an item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to 8.3 below), shall be open to inspection from the time the item is added to the agenda.
- 8.3 If a report relates only to an item during which, in the Head of Legal and Governance Services' opinion, the meeting is likely not to be open to the public¹¹, the Head of Legal and Governance Services may decide not to make the report (or part of it) open for inspection.
- 8.4 Where a report or any part of a report is not open to public inspection, the Head of Legal and Governance Services:
- will mark every copy of the report (or the part) "Not for publication", and
 - state on every copy of the report (or the part) the description of the information on the basis of which the LEP Board are likely to exclude the public¹² if applicable.

9 Substitutes

- 9.1 A substitute member¹³ may only act in the absence of the member of the LEP Board:
- for whom they are the designated substitute
 - where the member will be absent for the whole of the meeting, and
 - where the Combined Authority's Head of Legal and Governance Services has received notice before the start of the meeting that the substitute will act.

10 Quorum

- 10.1 No business may be transacted at a meeting of the LEP Board, unless at least 4 members of the LEP Board (or their substitutes) are present, including one local authority representative and one private sector representative.
- 10.2 During the meeting, if the chair counts the number of members present, and declares there is not a quorum present, the meeting will adjourn immediately to a time and date fixed by the chair. If the chair does not fix a date, the remaining business will be considered at the next scheduled meeting of the LEP Board.

11 Public access to meetings

- 11.1 Any meeting of the LEP Board shall be open to the public except to the

¹¹ In accordance with Procedure Rule 11.

¹² see the Access to Information Annex.

¹³ appointed under 4.7 of the LEP's Constitution

extent that the public are excluded (during the whole or part of the proceedings):

- to prevent the likely disclosure of confidential information¹⁴, or
- by resolution, to prevent the likely disclosure of exempt information¹⁵, or
- under Procedure Rule 13 relating to general disturbances.

11.2 A motion to exclude the press and public may be moved without notice at any meeting in relation to an item of business whenever it is likely that if members of the press or public were present for that item there would be disclosure of exempt information¹⁶.

12 Reporting proceedings

12.1 Without prejudice to the chair's powers in Procedure Rule 13 and subject to 12.2, 12.3 and 12.4, while any meeting of the LEP Board is open to the public, any person attending may report on the meeting and publish or disseminate the recording at the time of the meeting or after the meeting¹⁷.

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

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

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

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

13 General disturbance

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

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

13.2 If a member of the public interrupts proceedings, the chair shall warn the

¹⁴ see the Access to Information Annex.

¹⁵ see the Access to Information Annex.

¹⁶ see the Access to Information Annex.

¹⁷ See further the Access to information Annex and the Code of Practice on recording meetings.

person concerned. If they continue to interrupt, the chair may order them to be removed from the meeting room.

14 Voting

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

14.2 Subject to 14.3 each member of the LEP Board has one vote¹⁸.

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

15 Attending and speaking at a LEP Board meeting

15.1 The Combined Authority's Section 73 Officer and Monitoring Officer (or their nominees) have the right to attend and speak at any meeting of the LEP Board¹⁹.

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

15.3 The chair may also invite a representative of any other organisation to attend and speak at any LEP Board meeting, in relation to any report relevant to that organisation²⁰.

16 Minutes

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

- the names of all members of the LEP Board (or their substitute) present at the meeting,
- any declarations of interests made at the meeting, and any action taken²¹, and
- any decision or recommendation made by the LEP Board.

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

¹⁸ The LEP Board Members' Code of Conduct sets out the circumstances in which a member of the LEP Board must exclude themselves from taking part in the discussion or voting.

¹⁹ These officers are also invited to attend any agenda setting meetings. These officers are not members of the LEP Board and are not entitled to vote.

²⁰ There is an open invitation for any Cities and Local Growth Area Lead to attend in the capacity of an observer, to ensure that Government is sighted on LEP processes and progress and is kept up to date with LEP decisions.

²¹ For example, that the member of the LEP Board did not participate in the decision or left the room.

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

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Leeds City Region Enterprise Partnership (LEP)

Access to Information Annex

Rights to attend meetings, inspect documents and record proceedings.

Part 1: Rights of the public

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

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

1. Public access to meetings

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

A Confidential information

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

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

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

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

B Exempt information

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

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

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

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

A resolution to exclude the public from a meeting must:

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

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

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

C General Disturbance

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

2. Public access to agenda and reports

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

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

3. Public access to copies at the meeting

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

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

4. Public access to documents after a meeting

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

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

5. Recording meetings⁴

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

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

³ These are available on request during usual office hours.

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

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

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

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

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

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

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

Part 2: Press access to meetings

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

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

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

Part 3: Freedom of Information (FOI) and Environmental Information (EI) Regulations 2004 requests, and the Local Government Transparency Code

The FOI Act 2000 and EI Regulations 2004 apply to the LEP and to the Combined Authority. The Combined Authority publishes information under a Publication Scheme⁶, and additional information is also available published on the LEP web-site.

The public has a general right of access to information held by the LEP Board and the Combined Authority, but this is subject to exemptions⁷.

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

⁵ and on payment of postage or other necessary charges

⁶ This can be found under the 'Freedom of Information' section of the Combined Authority's website

⁷ the Monitoring Officer or in their absence the Head of Paid Service is authorised by the Secretary of State to assume the role of "qualified person" for the purposes of S36 FOIA (letter dated 4 May 2016).

A FOI request must:

- be in writing⁸,
- state the name of the applicant,
- state an address for correspondence, and
- describe the information requested.

The Combined Authority publishes information as required by the Local Government Transparency Code 2015 which includes but is not limited to the following:

- spending and expenditure including grants,
- procurement information including contracts,
- an organisation chart detailing senior management personnel, and
- land and assets⁹.

Part 4: Members' access

1. General

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

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

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

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

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

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

⁸ A request will be treated as made in writing where the text is transmitted by electronic means (e-mail), is received in legible form, and is capable of being used for subsequent reference.

⁹ This can be found under the Freedom of Information section of the Combined Authority's website

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

Part 5: LEP Board Membership

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

Leeds City Region Enterprise Partnership (LEP)

Code of Practice for recording meetings of the LEP Board

1. Recording by the public

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

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

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

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

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

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

Before the meeting

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

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

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

Making your recording

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

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

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

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

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

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

Stopping recording

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

Publishing recordings

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

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

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

- **when and where** the recording was made,
- the **context** of the discussion, and
- the **main speakers** and their **role or title**.

Do not edit the recording in a way that could:

- lead anyone to misinterpret the proceedings or comments recorded,
- misrepresent anyone in the recording, or
- show a lack of respect for anyone in the recording.

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

2. LEP and Combined Authority Recording of Meetings

Details of recording and webcasting activities carried out by the LEP and Combined Authority will be made available on meeting agendas and notices displayed at each meeting. Data collected as part of recording activities carried out by the LEP and Combined Authority will be processed in accordance with our privacy notice, a copy of which can be found on the website².

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

² <https://westyorkshire.moderngov.co.uk/documents/s7946/Privacy%20Notice%20for%20meetings%20of%20t>

The LEP's Access to Information Annex applies to the recording and webcasting of meetings.

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Leeds City Region Enterprise Partnership (LEP)

Whistleblowing Policy

1. Introduction

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

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

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

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

2. Definitions

This document uses the following definitions:

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

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

3. Scope

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

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

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

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

4. Policy Statement

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

This policy aims to:

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

5. What is a relevant concern?

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

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

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

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

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

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

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

6. Safeguards

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

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

7. Raising a concern

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

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

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

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

8. Information needed to raise a concern

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

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

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

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

¹ This is the Combined Authority's Managing Director

9. How the concern will be handled

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

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

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

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

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

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

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

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

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

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

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

10. Confidentiality and anonymity

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

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

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

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

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

11. Protection

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

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

If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as

appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

13. Untrue allegations

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is a Combined Authority employee or a member of the LEP Board or a contractor this may result in disciplinary or other action if they have broken the terms of their employment, acted against the LEP's Code of Conduct or broken a clause in a contract.

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

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

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

- The West Yorkshire Combined Authority (the LEP's accountable body)
- the police;
- the relevant regulatory body or professional body;
- your Trade Union;
- your solicitor;
- your Citizens Advice Bureau.

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

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

15. Feedback on Whistleblowing Policy

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

16. Monitoring

The Internal Audit Manager will provide an annual report to the Combined Authority's Governance and Audit Committee which has responsibilities for overseeing the effectiveness of governance arrangements, and to the LEP Board. All reporting will be anonymised and will only identify common themes, numbers of disclosures year on year² and will highlight actions taken to improve systems and policies.

² By reference to each financial year

Leeds City Region Enterprise Partnership (LEP)

Confidential complaints procedure

Introduction

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

Confidential Complaints Procedure

3. The LEP is aware that the LEP's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you are a member of the public or a third party and you want to make a confidential complaint, you should raise it under this procedure.

Please contact:

- a) Caroline Allen, Head of Legal and Governance Services and Monitoring Officer:
 - by e-mail to Caroline.Allen@westyorks-ca.gov.uk or
 - in writing to Caroline Allen, Head of Legal and Governance Services, West Yorkshire Combined Authority, Wellington House, 40-50 Wellington Street , Leeds, LS1 2DE, or

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

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

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

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

b) Ben Still, LEP Chief Executive Officer:

- by e-mail to Ben.Still@westyorks-ca.gov.uk, or
- in writing to Ben Still, LEP Chief Executive Officer, West Yorkshire combined Authority, Wellington House, 40-50 Wellington Street, LS1 2DE Leeds

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

Your complaint must set out:

- a) the **substance** of the complaint, including the background and reason behind it; where, when and how it arose and who was involved. You should provide any information or evidence that may be relevant to the complaint, including names, dates or documentation in this correspondence.
- b) whether you have already raised the issue with anyone previously (for example, a member of the LEP Board or an officer), and any response received, and
- c) how you suggest the complaint could be **resolved**.

Confidentiality

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

Action taken by the LEP

7. The Head of Legal and Governance Services or the LEP Chief Executive will nominate a designated complaints officer to investigate your complaint. The designated complaints officer should:
 - contact you within ten clear working days to acknowledge the complaint and discuss the appropriate course of action.

- write to you within 28 clear working days with findings of the investigation. If the investigation has not concluded within 28 clear working days, the officer will write to you to give reasons for the delay in resolving the complaint.
- take any necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the complaints procedure, you should refer the complaint to the Director of Corporate Services of the West Yorkshire Combined Authority. The Combined Authority is the accountable body for the LEP and has a duty to ensure that the LEP has followed this complaints procedure correctly.

Anonymous complaints

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

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

Referring your complaint to the Ministry of Housing, Communities and Local Government

9. If you are either unable or unwilling to raise the matter directly with the LEP or you are dissatisfied with the action taken under this procedure you can refer your complaint to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business, Energy and Industrial Strategy:
 - by e-mail to:
localgrowthassurance@communities.gov.uk@communities.gsi.gov.uk or
 - in writing to LEP Compliance Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF.

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

10. If you would like help making a complaint you can contact your local councilor or MP. You can also get help from a specialist advice agency or organization which represents people, such as a Citizen’s Advice Bureau.
11. The Monitoring Officer will report annually to:
 - the LEP Board and

- the Combined Authority's Governance and Audit Committee

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

Leeds City Region Enterprise Partnership (LEP) & West Yorkshire Combined Authority (Combined Authority)

Recruitment Procedure for Private Sector Representatives

1. Introduction

- 1.1 The LEP's Constitution provides for the LEP to appoint private sector representatives to the LEP. The Combined Authority also co-opts private sector representatives to its committees, including advisory panels which report to the LEP (a Panel).
- 1.2 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative¹ to:
 - the LEP (including the LEP Chair) or
 - any Panel of the West Yorkshire Combined Authority.
- 1.3 The purpose of this procedure is to ensure that the recruitment for private sector representatives is carried out in a way which secures:
 - selection on the basis of merit based on aptitude and ability,
 - consistency, fairness and openness in line with the Nolan principles,
 - appropriate succession planning, and
 - effective recruitment of people who can bring new ideas and approaches.
- 1.4 The terms of office for any private sector representative on the LEP including the Chair, will be in accordance with the LEP Constitution. The terms of office for any private sector representative on a Panel will be approved by the Combined Authority on appointment.

2. Diversity

- 2.1 It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise is to promote and achieve private sector representation that reflects the diversity, industry and geography of the region.
- 2.2 The LEP's Equality and Diversity Policy (including Diversity Statement) sets out how the LEP is committed to promoting diversity and equality of

¹ This is subject to exceptional circumstances where the LEP or the LEP Chair (subject to the confirmation of the Monitoring Officer) confirms that there are compelling reasons for not doing so.

opportunity including in relation to the representatives on the LEP. All recruitment exercises will be carried out in accordance with the LEP's Equality and Diversity Policy.

3. Eligibility

3.1 A private sector representative must:

- live or work within the Leeds City Region, and
- be (or have been) employed by an organisation **not** included as central government, local government or a public corporate as defined for the UK National Accounts.²

3.2 No person may act as a private sector representative if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the five years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962),
- they are currently employed in the public sector (that is, by an organisation included as central government, local government or a public corporate as defined for the UK National Accounts).

4. Recruitment Exercises - private sector representatives other than the LEP Chair

4.1 A full media backed recruitment campaign will take place every two years in respect of private sector representation on the LEP and on any Panel of the Combined Authority, as part of the LEP's succession planning arrangements.

² Higher Education or Further Education Institutions are not classified as public sector organisations for this purpose. Public Sector Classifications can be viewed on the Office for National Statistics website [here](#)

- 4.2 A role profile for private sector representatives will be approved by the Combined Authority's Managing Director in consultation with the LEP Chair before the start of each recruitment campaign.
- 4.3 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This will include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region will also be encouraged to share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 4.4 The Combined Authority's Head of Corporate Communications and Engagement in consultation with the Senior Executive Support Officer (Private Sector Relationship Manager) will compose an appropriate advertisement and agree a suitable deadline for applications.
- 4.5 Applications will be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 4.6 Following the advertised deadline, applications will be reviewed in the first instance by the Combined Authority's Director of Policy, Strategy & Communications, Executive Head of Economic Services and the Private Sector Relationship Manager, to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 4.7 The LEP Chair and Managing Director will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel for private sector representatives will consist of:
- the LEP Chair,
 - a private sector representative, and
 - a local authority representative.
- 4.8 Appropriate Combined Authority officers will attend the interview, to advise only.
- 4.9 Before the interview, each shortlisted candidate will be asked to provide contact details for two referees. The Private Sector Relationship Manager will then request references for each candidate.

- 4.10 With the LEP Chair's consent, Panel Chairs may interview potential candidates for their respective Panel. The appropriate Panel lead officer will attend in support.
- 4.11 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 4.12 In respect of private sector representatives on the LEP, the Managing Director will report the recommendations of any interview panel to the LEP, which will make any appointment. Successful candidates to the LEP will be notified by the LEP Chair.
- 4.13 In respect of private sector representatives on any Panel, the Managing Director will report the recommendations of any interview panel to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment. Successful candidates will be notified by the Panel Chair or the Private Sector Relationship Manager.

5. Private Sector Reserve

- 5.1 Where the number of suitable candidates exceeds the number of vacancies, any suitable candidate who is not appointed to a vacancy will be given the opportunity to join a Private Sector Reserve which will remain in place until the next recruitment campaign³, as part of the LEP's succession planning arrangements.
- 5.2 Should a vacancy arise for a private sector representative at any time between each full campaign, then the Private Sector Relationship Manager will invite Expressions of Interest (Eoi) from the individuals in the Private Sector Reserve to fill this vacancy.
- 5.3 The Private Sector Relationship Manager will also invite an Eoi from all existing private sector representatives in relation to any vacancy, in case they wish to be considered for that vacancy.
- 5.4 Where any Eoi is received:
- In respect of vacancies for private sector representatives on the LEP, the LEP Chair will consider any Eois and meet with any candidates to assess their suitability for the particular position.
 - In respect of vacancies for private sector representatives on a Panel, the appropriate Panel Chair will consider any Eois and meet with any

³ Their original application and any other details held for them will be held until the next recruitment campaign.

candidates to assess their suitability for the particular position, with the relevant Panel lead officer in support.

- 5.5 If no EoIs are submitted, new applicants will be sought via a recruitment campaign with the vacancy being advertised on the LEP and Combined Authority web-sites, and any another appropriate website and social media. The vacancy will be advertised for a minimum of 14 days, and the process set out in paragraphs 4.4 – 4.9 above followed.
- 5.6 In respect of private sector representatives on the LEP, the Managing Director will report recommendations to the LEP, which will make any appointment. Successful candidates to the LEP will be notified by the LEP Chair.
- 5.7 In respect of private sector representatives on any Panel, the Managing Director will report any recommendations to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment. Successful candidates will be notified by either the Panel Chair or the Private Sector Relationship Manager on their behalf.

6. LEP & Panel Composition & Conditions

- 6.1 Each private sector representative is appointed with the expectation that they remain in the same or similar role and industry for the duration of their term of office. They must advise the Private Sector Relationship Manager of any changes in their employment, within seven days.
- 6.2 The LEP Chair and Panel Chairs will periodically meet with private sector representatives, and any proposed changes in employment/sector focus should be discussed at that time.
- 6.3 Subject to approval by the Combined Authority, a private sector representative may be appointed to more than one Panel, or appointed to a different Panel, should their sector focus change or their knowledge or experience be better utilised elsewhere.
- 6.4 A private sector representative must also advise the Private Sector Relationship Manager as soon as reasonably practicable if they are no longer eligible to act as a private sector representative, for example, if they become employed in the public sector - see paragraph three above.

7. Recruitment and appointment of the LEP Chair

- 7.1 The LEP's Constitution provides for the Chair to be a private sector representative.

- 7.2 Where a vacancy arises (or is due to arise) in the position of LEP Chair, the role profile for the position will be reviewed and approved by the Combined Authority's Managing Director before the start of each recruitment campaign, further to engagement with the business community through the LEP's Business Communications Group.
- 7.3 The Combined Authority's Head of Corporate Communications and Engagement in consultation with the Senior Executive Support Officer (Private Sector Relationship Manager) will compose an appropriate advertisement and agree a suitable deadline for applications, further to engagement with the business community, through the LEP's Business Communications Group.
- 7.4 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This will include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region will be encouraged to also share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 7.5 In addition to the media backed recruitment campaign, extensive, wide reaching and transparent engagement with the business community via press, social media and the Business Communications Group will take place.
- 7.6 The vacancy will also be published on the Government's Centre for Public Appointments website.
- 7.7 Applications will be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 7.8 Following the advertised deadline, applications will be reviewed in the first instance by the Combined Authority's Director of Policy, Strategy & Communications, Executive Head of Economic Services and the Private Sector Relationship Manager, to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 7.9 The Managing Director will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel will as a minimum include:
- a private sector representative who is not a member of the LEP, and
 - a local authority representative.

- 7.10 Appropriate Combined Authority officers will attend the interview, to advise only.
- 7.11 Before the interview, each shortlisted candidate will be asked to provide contact details for two referees. The Private Sector Relationship Manager will then request references for each candidate.
- 7.12 Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview and references.
- 7.13 The interview panel will make recommendations to the LEP with regard to the appointment of a LEP Chair.
- 7.14 The LEP Chair's term will be in accordance with the LEP Constitution.
- 7.15 The terms of their appointment will be set out in an appointment letter from the Combined Authority to the LEP Chair.

8. Panel Chairs

- 8.1 The Managing Director may seek recommendations from the LEP relating to the appointment of any private sector representative as a Panel Chair at any time. Any recommendations will be considered by the Combined Authority, which will appoint the Panel Chair.

9. Induction and Training

- 9.1 Appropriate training and induction is provided to all representatives, including private sector representatives. Further training will also be provided throughout their term, including diversity training and briefings on new developments, as and when required and this will be kept under review in accordance with the Leeds City Region's Assurance Framework.

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Appendix 8 – Best practice from the Committee on Standards in Public Life

	Best practice	Recommendation for the LEP
1	Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.	Existing provision prohibits bullying. Amend Para 4 of the Code (Appendix 9) to prohibit harassment, and insert a footnote with <ul style="list-style-type: none"> • definitions and • examples taken from the Committee’s report.
2	Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation, and prohibiting trivial or malicious allegations by councillors.	Insert footnotes to the Code (Appendix 9) clarifying that the requirement to co-operate with any scrutiny extends to a formal standards investigation, and that members should not make such allegations.
3	Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.	The Code is reviewed annually, before the annual meeting. Monitoring Officer to review current review arrangements.
4	An authority’s code should be readily accessible to both councillors and the public, in a prominent position on a council’s website and available in council premises.	The Code is readily accessible on the LEP’s web-site. A hard copy is available on request at the Combined Authority’s offices.
5	Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.	Members are required to update the Gifts and Hospitality Register within 28 days. The Register is published on the LEP’s web-site.
6	Councils should publish a clear and straightforward public interest test against which allegations are filtered.	Clarify the LEP’s procedure, to refer to the public interest test – see amendment to paragraph 9 of Appendix 10
7	Not relevant to LEP	
8	Not relevant to LEP	
9	Where an authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.	Amend the LEP procedure to reflect best practice – see new paragraph 20 of Appendix 10
10	An authority should have straightforward and accessible guidance on its website on	Existing guidance to be reviewed

	Best practice	Recommendation for the LEP
	how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.	
11 and 12	Not relevant to the LEP	
13	A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.	Amend the LEP procedure to address this – see new footnote 1 to Appendix 10
14,	Not relevant to the LEP	
15	Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.	Training on standards issues is provided for members annually, as part of the members' induction arrangements, which are open to all. Monitoring Officer to review current arrangements for training.

Leeds City Region Enterprise Partnership (LEP)

LEP Board Members' Code of Conduct

1. This Code applies to you as a member of the Leeds City Region Enterprise Partnership's Board (the LEP Board)¹. The LEP Board expects you to follow this Code when attending LEP Board meetings, representing the LEP on any external organisation and otherwise acting in your capacity as a member of the LEP Board. The Code does not apply to you in your purely private and personal life². As a member of the LEP Board, you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times.

Part One – Principles of Conduct

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

Selflessness

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

Honesty and integrity

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

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

You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any

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

² Except in so far as paragraphs 17, 18, 19 and 20 apply (relating to disclosing interests when applying for a loan or grant, or to provide contracted work or services, and in respect of canvassing for appointments to the Combined Authority).

conflicts arising in a way that protects the public interest. This includes registering and declaring interests in accordance with this Code and as set out in the attached schedule.

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

Objectivity

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

You must make decisions:

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

Accountability

You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position³.

You should not undertake any action which would bring the LEP Board, West Yorkshire Combined Authority (the Combined Authority), your position, or the position of members of the LEP Board generally, into disrepute⁴.

Openness

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

³ including any formal standards investigation

⁴ For example, you should not make trivial or malicious, vexatious, politically motivated or tit-for-tat allegations

Leadership

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

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

Part Two – General Obligations

3. You must act in a manner consistent with the LEP's equality and diversity policy and diversity statement and treat your fellow LEP Board Members, members of staff and others you come into contact with when working in their role, with respect and courtesy at all times.
4. You must not:
 - a) do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality, or contribute to any failure to comply with the LEP's diversity policy;
 - b) bully or harass any person⁵;

⁵ Bullying may be characterised as: offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone. "Harassment is defined in the Equality Act 2010 as "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual". A member should not be considered to be bullying or harassing simply by making persistent enquiries or requests for information, nor by saying something that the individual concerned simply dislikes or with which they strongly disagree. Examples of bullying include:

- spreading malicious rumours, or insulting someone by word or behaviour
- copying memos that are critical about someone to others who do not need to know
- ridiculing or demeaning someone – picking on them or setting them up to fail
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- making threats or comments about job security without foundation
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities

c) intimidate or attempt to intimidate any person who is or is likely to be:

- a complainant,
- a witness, or
- otherwise involved

in any investigation or proceedings in relation to an allegation that a member of the LEP Board has failed to comply with this Code; nor

d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of the LEP or the Combined Authority .

5. You must not:

a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:-

(i) you have the consent of a person authorised to give it,

(ii) you are required by law to do so, or

(iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person,

nor

b) prevent another person from gaining access to information to which that person is entitled by law.

6. You must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes.)

7. You must have regard to any relevant advice provided by the LEP's Chief Executive Officer⁶, and any Combined Authority officer, including:

- the S73 Officer⁷ and
- the Monitoring Officer⁸.

Part Three – Registering and disclosing interests

⁶ This is the Managing Director of the Combined Authority

⁷ This is the statutory Chief Finance Officer appointed under Section 73 Local Government Act 1985. This role is carried out by the Combined Authority's Director of Corporate Services.

⁸ This role is carried out by the Combined Authority's Head of Legal and Governance Services.

8. The Combined Authority's Monitoring Officer maintains a register of interests of members of the LEP Board. The register is:
 - available for inspection at the Combined Authority's offices; and
 - published on the Combined Authority's web-site, and accessible from the LEP web-site.
9. You must, within 28 days of taking office as a member of the LEP Board notify the Combined Authority's Governance Services Manager, (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body), of any **disclosable pecuniary interest**⁹, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.
10. In addition, you must, within 28 days of taking office, notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and the S73 Officer of the Combined Authority, the LEP's accountable body) of any **non-pecuniary interest** which the LEP has decided should be included in the register¹⁰ or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.
11. You should review your individual register of interest before each LEP Board meeting¹¹. You must declare any relevant interest(s) at the start of the meeting. If an interest has not been entered onto the LEP's register, then you must disclose the interest at any meeting of the LEP Board at which you are present, where you have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.
12. Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the Combined Authority's Governance Services Manager (on behalf of the Managing Director and S73 Officer of the Combined Authority, the LEP's accountable body) of the interest within 28 days beginning with the date of disclosure.
13. Unless you have a dispensation, if you are present at a meeting of the LEP Board and you are aware that you have a disclosable pecuniary or non-pecuniary interest in a matter to be considered, or being considered, at the meeting, you may not participate, or participate further, in any discussion of the matter at the meeting; or participate in any vote, or further vote, taken on the matter at the meeting, unless:

⁹ As set out in the schedule of interests attached to this Code.

¹⁰ As set out in the schedule of interests attached to this Code.

¹¹ Including any meeting of any panel of the LEP Board or an advisory group to the LEP. You should also review your register before attending any advisory panel appointed by the Combined Authority, or a decision-making committee.

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

Sensitive interests

14. If you have an interest (whether or not a disclosable pecuniary or non-pecuniary interest) which is entered in the register and which is such that you and the Monitoring Officer consider that disclosing the details of the interest could lead to you, or a person connected with you, to being subject to violence or intimidation, details of the interest must not be included in:
- any published version of the register, nor
 - any copy of the register that is made available for public inspection¹².

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

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

For the purpose of this provision, a conflict arises in relation to a proposed decision if the Chair of the LEP is aware they have a disclosable pecuniary or

¹² The register may state that you have an interest, the details of which are withheld.

non-pecuniary interest in the matter, unless the interest falls within paragraph 13b) above.

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

Disclosing personal interests when considering applications for funding

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

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

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

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

Applications for any loan or grant

17. **You must comply with the LEP's Conflicts of Interest Policy and Protocol, including any requirement to notify the Monitoring Officer and to avoid personal involvement with any application to the LEP or the Combined Authority for any loan or grant in which you may have a conflict of interest.**

Disclosing an interest when applying to provide contracted work or services

18. A potential conflict arises or may appear to arise, where you or a business or organisation in which you have a material personal or professional interest, applies to contract with the Combined Authority for the supply of goods or materials or for the execution of works.

19. Except where any such application is made by a local authority, you should notify the Combined Authority's Managing Director if you are aware or become aware of any such application or tender.

Canvassing for appointments to the Combined Authority

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

Complaints alleging a failure to comply with the Code

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

Gifts and Hospitality

22. You must register any gifts and hospitality received in accordance with Section 6 of the schedule of pecuniary interests - see further Annex A attached.

Schedule of interests

1. Pecuniary interests (yours and those of your spouse or civil partner¹³)

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN
1.1	Name of: <ul style="list-style-type: none"> ○ your employer(s) ○ any business carried on by you ○ any other role in which you receive remuneration (this includes remunerated roles such as councillors).
1.2	Description of employment or business activity.
1.3	The name of any firm in which you are a partner.
1.4	The name of any company for which you are a remunerated director.
SECTION 2	SPONSORSHIP
2.1	Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
SECTION 3	CONTRACTS
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the LEP.
SECTION 4	LAND OR PROPERTY
	Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP. This would include, within the area of the LEP: <ul style="list-style-type: none"> ○ Any interest in any land in the LEP areas, including your place(s) of residency ○ Any tenancy where the landlord is the LEP and the tenant is a body in which the relevant person has an interest ○ Any licence for a month or longer to occupy land owned by the LEP. For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.
	¹³ or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

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

2. Your non-pecuniary interests

a) Membership of Organisations

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

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

b) Other interests

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

ANNEX A - Gifts and Hospitality

1. Registering gifts and hospitality

- a. The Combined Authority's Monitoring Officer maintains registers of interests of members of the LEP Board, including declarations of gifts and hospitality. The gifts and hospitality register is:
 - available for inspection at the Combined Authority's offices; and
 - published on the Combined Authority's web-site, and accessible from the LEP web-site.
- b. You must register any gifts and hospitality as required by Section 6 of the Schedule of Interests, to this Code.
- c. Registering offers of gifts and hospitality, whether declined or accepted, demonstrates the LEP's commitment to openness and transparency, and help to protect the LEP's reputation. Where practicable, you may, therefore, ask the Monitoring Officer to record any gifts or hospitality below the £50 threshold or which have been offered to you, but which you have not accepted.¹⁴

2. General principles

- a. You should never actively seek or solicit any gift or hospitality.
- b. You should discourage third parties from offering any gift or hospitality to you.
- c. You should only accept a gift or hospitality from any third party in accordance with these principles, and where acceptance is of some benefit to the LEP.
- d. You must never accept a gift or offer of hospitality which is any of the following:
 - an inducement or reward for anything that you do as a member – this is likely to constitute a criminal offence,
 - from any donor seeking (or which may seek¹⁵) a decision from (or business with) the LEP or the Combined Authority,
 - in any circumstances which may give rise to a perceived or actual conflict of interest¹⁶ or undue influence.

¹⁴ For the purpose of determining whether any gift or hospitality has a value of over £50, if the exact value is unknown, you should always err on the side of caution.

¹⁵ For these purposes, you should not accept any gift or hospitality where it is reasonably foreseeable that a donor may seek a decision from or business with the LEP or the Combined Authority within the next 6 months.

¹⁶ A conflict of interest is a set of circumstances which creates a risk that an individual's ability to apply judgement or act in a role is or could be impaired or unduly influenced by a secondary interest of that individual or of another person.

- for any third party including any relative or friend of yours, except where the Head of Legal and Governance Services has confirmed in advance that that acceptance is unlikely to be perceived as giving rise to a conflict of interest,
- lavish or over-generous, nor
- where offers from the same donor are over-frequent.

e. Any **expenses** offered to you by any third party should be treated as a gift, in accordance with the requirements of the Code and this Annex A.

f. You should **never** accept any gifts of cash (or items of specific monetary value such as vouchers).

3. Advice and Guidance

- a. If in doubt about whether to accept any gift or hospitality, you should ask the Monitoring Officer for advice. **If in doubt, err on the side of caution and decline the gift or hospitality.**
- b. You should have regard to any advice or guidance issued by the Monitoring Officer in respect of gifts and hospitality.

Leeds City Region Enterprise Partnership (LEP)

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

Introduction

1. The LEP Board Members' Code of Conduct applies to members of the LEP Board.

Submitting a Complaint

2. A complainant alleging a failure to comply with the Code should submit their complaint in writing to the **Monitoring Officer**¹ of the West Yorkshire Combined Authority (the Combined Authority) for initial assessment².
3. The complaint must set out:
 - a. **who** was involved,
 - b. the alleged **misconduct**,
 - c. **when** and **where** it occurred, and
 - d. how the complainant wants the complaint to be **resolved**.
4. A complainant should complete a **complaint form**, but this is not required if the complainant provides the details required in writing.
5. If a complainant does not complete a form and does not provide the required details in writing, the Monitoring Officer will ask them to re-submit the complaint by completing a form.

Stage 1 - Initial Assessment by the Monitoring Officer

6. The Monitoring Officer will notify a member of the LEP Board about any complaint against them³.
7. The Monitoring Officer will decide whether the complaint should be dealt with under Stage 2 of this procedure.
8. Where a complaint relates to a member of the LEP Board who is a local authority representative, the Monitoring Officer will refer the complaint to the

¹ This role is carried out by the Combined Authority's Head of Legal and Governance Services

² Where any potential conflict of interest arises from the involvement of the Monitoring Officer, the LEP's Chief Executive may ask a Monitoring Officer from another authority to deal with the complaint, including undertaking any investigation.

³ Where the Monitoring Officer decides that the complaint should not be dealt with further under this procedure, this is for information only.

Monitoring Officer of the relevant local authority to consider as a breach of that authority's Members' Code of Conduct⁴. The complaint will not be dealt with any further under this procedure.

Complaints which will not be dealt with under Stage 2

9. No complaint will be pursued unless it is in the opinion of the Monitoring Officer, in the public interest to do so. Except in exceptional circumstances, a complaint will not be dealt with under Stage 2 of this procedure if it is a complaint which:
- a. is submitted **anonymously**,^{5 6}
 - b. does **not identify the member of the LEP Board**,
 - c. relates to a member of the LEP Board's **personal or private life**⁷,
 - d. alleges that a **criminal offence** has been committed,
 - e. is about **failing to respond** to a request from an individual member of the public,
 - f. relates to alleged actions by **officers**, or a **service related issue**,
 - g. relates to a **decision** of the LEP Board, the Combined Authority, a committee of the Combined Authority or an officer,
 - h. relates to a person who is **no longer** a member of the LEP Board,
 - i. refers principally to an alleged incident **before the person became a member of the LEP Board**,
 - j. refers principally to an alleged incident which happened so long **in the past** that there would be little benefit in taking action,
 - k. contains **trivial allegations**, or which appear to be simply **malicious, vexatious, politically motivated** or **tit-for-tat**,
 - l. concerns alleged behaviour which has **already** been **investigated**

⁴ A local authority's Members' Code of Conduct applies to a member when they represent the authority on an external organisation, and otherwise acting in an official capacity.

⁵ Complaints which contain a request for the complainant's identity to be withheld may be dealt with under this procedure, although the complainant's identity will only be withheld if, in the opinion of the Monitoring Officer, there are exceptional circumstances. If the Monitoring Officer does not consider that the complainant's identity should be withheld, the complainant will be given the opportunity to withdraw the complaint.

⁶ Anonymous complaints which reveal potential fraud or corruption will be referred to the Combined Authority's **Head of Internal Audit** for consideration under the LEP's or the Combined Authority's whistleblowing policy.

⁷ Except in so far as any allegation which relates to paragraphs 17, 18, 19 and 20 of the Code (relating to disclosing interests and canvassing for appointments), which may be considered under this procedure.

or subject to some form of action, or

m. has been referred to a local authority under paragraph 8.

10. If a complaint alleges that a criminal offence has been committed⁸, the Monitoring Officer may direct any such complaint to the West Yorkshire Police⁶. Before making this decision, the Monitoring Officer will consult:

- the Combined Authority's Managing Director, and
- the Combined Authority's S73 Officer⁹.

The Monitoring Officer may also consult:

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

11. The Monitoring Officer will refer any complaint about an **officer or service related issue** to the relevant officer to be dealt with under the relevant procedure.

12. The Monitoring Officer will explain in writing to the complainant why the complaint will not be dealt with under Stage 2 of this procedure.

13. There is no appeal against any decision taken by the Monitoring Officer at this stage.

Stage 2 - Informal Resolution

14. If the Monitoring Officer decides that the complaint should be dealt with under Stage 2 of this procedure, the Monitoring Officer will discuss the complaint with both the complainant and the member of the LEP Board, with a view to seeking to resolve the complaint.

15. The Monitoring Officer will provide the complainant with a copy of this procedure.

16. Informal resolution may include:

- a. an **explanation** by the member of the LEP Board of the circumstances surrounding the complaint,
- b. an **apology** from the member of the LEP Board,
- c. an agreement from the member of the LEP Board to attend relevant **training** or to take part in a **mentoring** process,
- d. an offer of **mediation or conciliation** between the member of the

⁸ Such as fraud.

⁹ This is the statutory role of Chief Finance Officer, appointed under Section 73 Local Government Act 1985. The role is carried out by the Combined Authority's Director of Corporate Services.

LEP Board and the complainant, or

- e. **any other action** capable of resolving the complaint.
17. At the end of a 20 working day period, the Monitoring Officer will decide whether the complaint is resolved.
 18. Where the complaint is **resolved**, the Monitoring Officer will confirm to the complainant and the member of the LEP Board in writing that there will be **no further action** taken under this procedure.

Stage 3 – further action

19. Where the complaint is **not resolved**, the Monitoring Officer will make appropriate arrangements to ensure that the complaint is considered by the LEP Board or a panel of LEP Board on its behalf. The Monitoring Officer will ask the complainant and the member of the LEP Board member to submit **written representations** about the complaint and any response to it.

20. Where a decision is made on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on the LEP website, including a brief statement of facts, the provisions of the Code engaged by the allegations, the reasoning of the decision-maker, and any sanction applied.

21. Whether or not there has been a failure to comply with the Code, the Monitoring Officer may in any event make any **general recommendation** to the LEP Board with a view to promoting and maintaining high standards of conduct. Such recommendations may include changes to the LEP Board's Code of Conduct, procedures and practices, or training for members of the LEP Board.

22. The Monitoring Officer will report annually to:

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

about any complaints received about any member of LEP Board **during the previous financial year**, and the outcome of any such complaint. All reporting will be anonymised as appropriate and identify common themes and numbers of complaints year on year. The report will highlight any actions taken to improve procedures, systems and policies.

Privacy Policy

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

Leeds City Region Enterprise Partnership
West Yorkshire Combined Authority
Conflicts of Interest Policy

1. Introduction

The Leeds City Region Enterprise Partnership (the LEP) and the West Yorkshire Combined Authority (the Combined Authority) are committed to ensuring that the Members and officers act in line with the **Nolan Principles** of public life, which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

This Conflicts of Interest Policy applies to:

- any member of the LEP Board,
- any member of the Combined Authority,
- any voting member of a Combined Authority committee or panel, including any advisory panel which reports to the LEP,
- any officer of the Combined Authority, and
- any officer of a local authority who advise the Combined Authority or LEP.

The policy provides an overview of how conflicts of interest are managed, by reference to the procedures which the LEP and the Combined Authority have in place to maintain high ethical standards and protect their reputation against any allegation of conflicting interests. These include requirements to register and declare interests.

The policy must be followed throughout all decision-making processes; the LEP and the Combined Authority are committed to ensuring that this policy applies to decisions taken at formal meetings or by individuals on behalf of the LEP or the Combined Authority under delegated authority. It is communicated to everyone involved in decision-making by the LEP and Combined Authority, to ensure their commitment to it.

To ensure transparency, the LEP and the Combined Authority record and publish decisions in accordance with agreed procedures.

2. Definition

A conflict of interest is a set of circumstances which creates a risk that an individual's ability to apply judgement or act in a role is, or could be, impaired or unduly influenced by a secondary interest of that individual, or of another person.

For example, a conflict of interest would arise where a member of the LEP Board has an interest, for instance, as a shareholder in a company that is a potential beneficiary of grant funding, conflicting with the interests of the LEP.

Conflicts of interest may inhibit open discussions and may result in irrelevant considerations being taken into account or decisions being taken that are not in the best interests of the LEP nor of the Combined Authority.

This policy covers **commercial, personal, actual or potential conflicts of interests**; for the purposes of this policy, the *perception* of competing interests, impaired judgement or undue influence can also amount to a conflict of interest.

3. General

All members and officers must **take personal responsibility** for declaring their interests and avoiding perceptions of bias.

Where any conflict of interest arises outside of those which they are specifically required to register or declare, they should **err on the side of caution** and declare these interests in line with the Nolan Principles.

This policy applies whether they are decision-makers, consultees or involved in any other way in relation to any decision to be taken by the LEP or the Combined Authority.

4. Members of the LEP Board

Members of the LEP Board are required to comply with the **LEP Board Members' Code of Conduct**. The Code requires members to comply with the Nolan Principles and sets out the procedures for registering and declaring pecuniary and non-pecuniary interests, and managing conflicts which arise at a formal meeting of the LEP Board. It also extends to any conflict of interest arising in respect of an urgent decision taken by the Chair on behalf of the LEP.

The LEP Board's **Procedure for Considering Complaints** alleging a failure to comply with the LEP Board Members' Code of Conduct sets out the process that the LEP will follow if a member of the LEP Board is alleged to have failed to comply with the Code.

Registers of interests completed by members of the LEP Board are published on the Combined Authority's web-site, accessible from the LEP's web-site.

The Code also includes specific requirements and restrictions in relation to disclosing an interest:

- when **considering applications for funding**
- when **applying for a loan or grant**
- when **applying to provide contracted work or services.**

It also addresses **canvassing for appointments** to the Combined Authority.

The Code of Conduct sets out requirements for declaring pecuniary and other interests at formal meetings of the LEP Board. The **Conflicts of Interest Protocol: applications for loans or grants** manages conflicts of interest which may arise when a decision is taken by an officer, in respect of a loan or grant from the LEP or the Combined Authority.

5. Members of the Combined Authority and voting members of any Combined Authority committee or panel

These members are required to comply with the **Combined Authority's Members' Code of Conduct**. The Code sets out the procedures for registering and declaring pecuniary and other interests, and managing conflicts which arise at any formal meeting of the Combined Authority or a committee or panel appointed by the Combined Authority, including advisory panels which report to the LEP.

The Code of Conduct sets out requirements for declaring pecuniary and other interests at formal meetings, where members are decision-makers. The **Conflicts of Interest Protocol: applications for loans or grants** manages any conflict of interest which may arise when a decision is taken by an officer, in respect of a loan or grant from the LEP or the Combined Authority.

The Combined Authority's **Procedure for Considering Complaints** alleging a failure to comply with the Members' Code of Conduct sets out the process to be followed if a member is alleged to have failed to comply with the Code.

Registers of interests are published on the Combined Authority's web-site.

The Combined Authority's Procedure Standing Orders also specify additional requirements and restrictions in relation to:

- **canvassing for appointments** to the Combined Authority, and
- **disclosing any relationship** between the member and an officer, or a candidate for employment.

6. Officers

Officers of the Combined Authority must comply with the **Combined Authority's Officer Code of Conduct** and **Gifts and Hospitality Policy** when they are working for the Combined Authority or advising the LEP.

The **LEP Constitution** also requires:

- senior officers of the Combined Authority and officers involved in advising the LEP to complete a **LEP Officer's register** of interests,
- any officer from another local authority advising the LEP to comply with their authority's officer Code of Conduct, and
- any officer advising the LEP Board to be mindful of potential conflicts of interest, and exclude themselves for advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned.

The **Combined Authority's Procedure Standing Orders** require officers of the Combined Authority to disclose any **relationship with a member**. They also reflect statutory provisions relating to:

- prohibiting officers from being operators, directors, partners or employees of public passenger transport services, and
- recording **pecuniary interests in contracts**.

The **Combined Authority's Contracts Standing Orders** addresses potential conflicts of interests arising in respect of **contracts** with the Combined Authority for goods, services or an interest in property.

7. Loans or grants to businesses

At the request of members, to promote greater transparency, the **Conflicts of Interest Protocol: loans or grants to businesses** attached as appendix 1 to this policy, sets out a process which the LEP and the Combined Authority follows to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way outside of formal meetings, by an officer. It provides a safeguard (for the LEP, the Combined Authority and for applicants) to minimise the risk of reputational damage from any perception of undue influence.

The process requires additional scrutiny of any application where a potential conflict of interest arises.

Leeds City Region Enterprise Partnership

West Yorkshire Combined Authority

Conflicts of Interest Protocol: Loans or grants to businesses

1. Purpose

The Codes of Conduct adopted by the LEP and the Combined Authority address how members are required to register and declare pecuniary and other interests at formal meetings where members take decisions.

This **Conflicts of Interest Protocol: loans or grants to businesses** sets out the process which the LEP and the Combined Authority follow to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way, including where they are considered by officers. It provides an additional safeguard (for the LEP, the Combined Authority and for applicants) to minimise the risk of reputational damage from any perception of undue influence.

The process requires additional scrutiny of any application where a potential conflict of interest arises.

2. Scope

This protocol should be followed where an application for a loan or grant is made by any business (including a company, social enterprise or a sole trader) to the LEP or to the Combined Authority¹.

The protocol applies to:

- any member of the LEP Board,
- any member of the Combined Authority, and
- any voting member of a committee or panel of the Combined Authority, (including an advisory panel which reports to the LEP).

It applies to both local authority and private sector representatives.

3. General

This protocol supplements the Conflicts of Interest Policy. It does not replace or alter any requirement of the Codes of Conduct for the LEP and the Combined Authority, nor any other procedure of the LEP or the Combined Authority which addresses conflicts of interest.

¹ Including any grant or application under the following funding streams or programmes: Access Innovation, Apprenticeship Grants for Employers, Business Growth Programme, Cycling and Walking Fund, Digital Inward Investment Fund, Growing Places Fund, Resource Efficiency Fund, Strategic Business Growth and Strategic Inward Investment Fund.

Where any conflict of interest arises outside of those specifically required to be registered or declared under any Code of Conduct, a procedure referred to in the Conflict of Interest Policy or this protocol, a member should declare their interests **erring on the side of caution**, in line with the Nolan Principles.

4. Setting policies and strategies relating to loans and grants

Members must follow the relevant Codes of Conduct which set out requirements for registering and declaring interests at meetings. These Codes restrict members' involvement in decision making at formal meetings of the LEP Board, the Combined Authority and committees and panels where a conflict of interest arises.

However, to secure the input of suitable expertise and a range of representative views into the decision-making process, appropriate involvement in matters in which Members may have an interest² is facilitated by exceptions and dispensations granted under the Codes.

Members are not generally precluded from participating in or voting on developing or setting any overarching policy or strategy, including setting criteria against which any application for a loan or grant will be assessed. However, **this is subject to exceptions** such as where a direct financial interest arises.

At any meeting where an item relates to a **change of criteria** for any loan or grant programme in respect of which a member (or a business in which they have registered an interest) has applied for a loan or grant during the previous 24 months (successfully or otherwise), the member should declare the application. Any such declaration should be noted in the minutes of the meeting, but (unless otherwise precluded by the Code) the member may nevertheless participate and vote in the decision.

A member may, however, choose not to participate or vote in the item if they are aware that any proposed change in criteria may affect an application which they (or the business in which they have registered an interest) intend to make for the loan or grant.

Members should check with the Monitoring Officer if they are unsure whether they may participate or vote in relation to any particular item.

² For example, where they are appointed because of their expertise in a particular sector.

5. Applying for a grant or loan

Each application form for a loan or grant to businesses will ask the applicant to declare whether the applicant, any Director(s) or employee(s) of the business, or their spouse or civil partner³, is:

- a) a member of the LEP Board,
- b) a member of the Combined Authority,
- c) a voting member of any committee or panel appointed of the Combined Authority (including any advisory panel which reports to the LEP), or
- d) an employee of the Combined Authority.

All applicants must declare any potential conflicts of interest on their application form. Failure to do so will affect their application – see section 7 below.

To facilitate this, members who (to comply with a Code of Conduct) have registered an interest in any business⁴, must:

- **notify that business of their involvement** with the LEP or the Combined Authority,
- **ask the business to declare their involvement** as a conflict of interest when applying for any relevant loan or grant, and
- **make arrangements for the business to notify them** on any occasion when the business applies for a relevant loan or grant.

Members must also:

- a) **notify the Monitoring Officer⁵** on each occasion where:
 - they apply for a loan or grant, or
 - a business which is registered as an interest on their register of interest applies for a loan or grant⁶,
 - any other interest arises which may be perceived as giving rise to a conflict of interest (for example, where an application is made by a close friend, or family member, or they are related to an officer of the Combined Authority).
- b) so far as reasonably practicable **avoid any personal involvement⁷** with any application to the LEP or the Combined Authority for any loan or grant, or

³ Any reference in this protocol to a spouse or partner should be taken as including any person with whom the member lives as a spouse or civil partner

⁴ Including any business interest of their spouse or civil partner which they are required to register.

⁵ The Executive Support Officer (Private Sector Representatives) may receive notifications from private sector representatives, and the Governance Services Manager from local authority representatives on behalf of the Monitoring Officer.

⁶ This includes any interest of their spouse or civil partner which they are required to register.

⁷ This includes advising on, drafting or signing the application

c) where it is not reasonably practicable to avoid personal involvement with an application:⁸

- **declare on any application form their involvement** if they are not a signatory,
- **not discuss the application verbally** with any officer of the Combined Authority, and
- **communicate only in writing** about the application after it has been submitted.

6. Advising on loan and grant applications

To avoid improper use of “inside information” about the assessment process for applications, where a member’s role includes or has included **advising on individual grant and loan applications from businesses**, no application from them, their spouse or civil partner, or from a business which they have (or should have) registered as an interest under the relevant Code of Conduct shall be considered until **6 months** has elapsed since they carried out that role.

7. Considering loan and grant applications

Every application is considered on its own merits, and no applications are granted unless the eligibility criteria for the loan or grant are met.

No member may participate or vote on any decision-making relating to any application in respect of which they have a conflict of interest.

Members must not seek in any way to improperly influence the outcome of any application which has (or may be) made in which they have an interest.

Where an interest has been declared by an applicant on the application form, and/or a member (or where an interest is otherwise brought to the attention of a relevant Director⁹), the application will not be progressed unless:

a) the Monitoring Officer has confirmed that:

- the member has **registered the business as an interest** on their register in accordance with the requirements of the relevant Code of Conduct, and
- a full and complete **declaration of interest** by the member has been received in relation to the application in accordance paragraph 5 of this protocol.

and

⁸ For example, where they are a sole trader and apply on their own behalf

⁹ Each relevant Director will carry out a **sample audit** of applications at quarterly intervals, to review whether declarations are being made in line with this protocol.

b) the relevant Director has confirmed that:

- a **declaration of interest was made by the applicant** on the application form in accordance with paragraph 5,
- **the member did not discuss the application verbally** with any officer of the Combined Authority after its submission, nor otherwise **seek to improperly influence** the application.

Subject to a) and b) above, where an interest arises, the application should be referred for determination by:

- the Combined Authority's Managing Director, or
- a meeting of the Combined Authority or a relevant committee¹⁰.

An application may only be granted further to a recommendation from a **relevant Director** who has assessed the application, and confirmed that it has been considered on its own merits and meets relevant eligibility criteria.

The decision-maker should take into account any other relevant information which relates to the conflict of interest.

The **record of any decision** about an application where a conflict of interest has arisen must record the conflict of interest declared by the member, and that this protocol has been followed¹¹.

8. Reporting

The Monitoring Officer will **annually report** to the LEP Board and Combined Authority's Governance and Audit Committee on the number and outcome of applications considered in accordance with this protocol **during the financial year** and on any breaches of the protocol.

¹⁰ For example, where the Managing Director considers that they should not exercise their delegated authority in respect of the application.

¹¹ This extends to any published record of the loan or grant.

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

Date: 6 June 2019

Subject: **Annual accountability reports**

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To provide annual reports in respect of complaints and concerns raised about the LEP and/or members of the LEP Board this year.
- 1.2 To provide a summary of applications for grants considered during the last financial year under arrangements to address conflicts of interest.

2. Information

Annual reports

- 2.1 Concerns from a member of the public or a third party about the LEP may be reported through:
 - the procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct,
 - the LEP's confidential complaints procedure,
 - the LEP's whistleblowing policy.

Complaints about the LEP may also be channelled through the Combined Authority's complaints policy.

- 2.2 The procedure for considering complaints alleging a failure to comply with the LEP Board Members' Code of Conduct requires the Monitoring Officer to report annually to the LEP Board about any complaints received about any member of the LEP Board, and the outcome of any such complaint. The Monitoring Officer can now report that no complaint has been received to date under this procedure.
- 2.3 Nor has any complaint been received under the confidential complaints procedure, nor under the Combined Authority's complaints procedure.

- 2.4 The LEP's Whistleblowing Policy provides for the Combined Authority's Internal Audit Manager to provide an annual report to the LEP and to the Combined Authority's Governance and Audit Committee, which has responsibility for overseeing the effectiveness of governance arrangements. The Internal Audit Manager has confirmed that no concerns were received under this policy during the financial year 2018-19.

Grant applications

- 2.5 The Code of Conduct for LEP Board Members sets out a framework for declarations of interest, which ensures that no member will take part in decision-making where a conflict of interest arises. This mirrors the Code of Conduct for members of the Combined Authority, which also applies to voting members of the advisory panels which report to the LEP. The LEP and the Combined Authority in May 2019 jointly adopted an overarching Conflicts of Interest Policy and Protocol. The Policy provides an overview of conduct-related provisions applying to Members and officers, with a particular focus on conflicts of interest arising in respect of applications for loans or grants to business, which is addressed by way of the Conflicts of Interest Protocol. The Protocol seeks to ensure that such applications are dealt with fairly and impartially, including where decisions are made by officers under delegated authority. (The specific declaration requirements in the Codes reflect statutory requirements relating to declarations at formal meetings, and do not extend to declarations outside of formal meetings of the LEP Board or committees).
- 2.6 The arrangements set out in the Protocol replaced provisions in the Combined Authority's Officer Delegation Scheme which required applications for economic loans or grants in respect of which a member had an interest, to be referred to the Chair of the Overview and Scrutiny Committee, before approval.
- 2.7 For transparency and accountability, Appendix 1 to this report is a summary of grant applications considered by officers under delegated authority in the financial year 2018-19, and their outcome. Declarations made by members at the LEP Board or panel meetings are also publically available on the LEP or Combined Authority's web-site as they are recorded in the minutes for each meeting.
- 2.8 No applications have been received which have needed to be dealt with under the new Protocol since it was formally adopted in May 2019.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

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

7.2 That the LEP Board notes the summary set out in Appendix 1 to this report, relating to grant applications considered under conflict of interest arrangements in place during 2018-19.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – summary of grant applications considered under conflict of interest arrangements during 2018-19.

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Appendix 1

Summary of grant applications dealt with under conflict of interest arrangements, 2018/19

Funding Stream	Name of applicant (business)	Name of member	Interest declared by member	Chair of Overview and Scrutiny Committee consulted	Decision-maker	Date of decision	Outcome
Access Innovation	Reliance Precision Ltd	Andrew Wright	√	√	Ben Still	06/02/2019	Approved
Access Innovation	Slipstream Engineering Design Ltd	Philip Wilson	√	√	Ben Still	03/09/2018	Approved
Business Growth Programme	Slipstream Engineering Design Ltd	Philip Wilson	√	√	Ben Still	05/04/2019*	Approved

* This application was received in 18/19 but was formally approved in April 2019

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

Date: 6 June 2019

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

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To receive the annual summary of remuneration and expenses paid to members of the LEP Board, and adopt the LEP Board Members' Remuneration and Expenses Scheme for 2019-20.

2. Information

- 2.1 The Scheme, which is attached at Appendix 1, sets out the Chair of the LEP's entitlement to remuneration and the expenses which any other member of the LEP Board is entitled to claim for travel, subsistence and dependent carers' expenses. There is no separate allowance under the Combined Authority's allowances for the position of LEP Member on the Combined Authority, which is carried out by the Chair of the LEP Board.
- 2.2 In the interests of transparency and accountability, the Scheme requires a summary of remuneration and expenses paid to members of the LEP Board to be reported each year to the LEP Board and to be published on the Combined Authority's website. Attached at Appendix 2 is the annual summary of remuneration and expenses paid during the financial year 2018-19.
- 2.3 No substantial amendments are proposed to the Scheme. A minor amendment is proposed to Schedule 2, (reflected in paragraph 10) to specify that taxi use is subject to agreement in advance by the Head of Legal and Governance Services, where reasonably practicable.

3. Financial Implications

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

4. Legal Implications

- 4.1 Although statutory requirements in relation to independent remuneration panels do not apply to the LEP, the LEP Board's Remuneration and Expenses Scheme provides for an independent remuneration panel to consider any changes to the LEP Chair's remuneration. No such changes are currently proposed, but an independent remuneration panel may be convened in due course, further to the on-going review of LEP arrangements.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board:
- i. Adopts the LEP Board Members' Remuneration and Expenses Scheme for 2019-2020, attached as Appendix 1 to this report.
 - ii. Notes the annual summary of remuneration and expenses, attached as Appendix 2 to this report.

8. Background Documents

- 8.1 None.

9. Appendices

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

Leeds City Region Enterprise Partnership (LEP)

LEP Board Members' Remuneration and Expenses Scheme 2019-2020

1. Definitions

In this scheme:

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

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

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

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

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

2. Introduction

a) This scheme sets out the entitlement of:

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

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

3. Local authority representatives

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

¹ Including any advisory Panel

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

4. Renunciation of entitlement to remuneration or expenses

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

5. Travel expenses

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

6. Subsistence expenses

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

7. Dependants Carers' expenses

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

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

1. Childcare element

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

2. Other dependants element

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

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

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

8. Remuneration for the Chair of the LEP

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

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

9. Overseas travel and accommodation

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

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

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

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

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

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

10. Claims and Payments

A claim for travelling and subsistence, or dependents carers' expenses under this scheme shall be made in writing within **three months** of the date of the duty in respect of which the entitlement to the allowance arises.

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

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

No expenses will be paid under this scheme without:

1. a dated **receipt**⁶ (except in relation to car mileage claims), and
2. a **statement** signed by the claimant that:
 - the claimant has incurred the expenditure shown on the claim,
 - the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
 - in the case of **subsistence** expenses that the amount does not exceed the maximum authorised by the LEP Board in Schedule 3 of the scheme,
 - in the case of **car mileage expenses**, that:
 - no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - it was not reasonable for the claimant to have travelled with another LEP Board member or officer (claimant to provide explanation),
 - in the case of travel expenses for **taxi** costs incurred, that it was not reasonable to use public transport (claimant to provide explanation) and **that the Head of Legal and Governance Services has agreed this in advance where reasonably practicable**⁷.

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

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

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

⁷ See further Schedule 2

⁸ Where a payment of one-twelfth of the amount specified in this scheme in respect of the Chair of the LEP's allowance would result in the Chair of the LEP receiving more than the amount to which, by

- in respect of travelling, subsistence and dependent carers' expenses, on the last Thursday in each month for all fully completed claims received by the end of the previous week.

11. Publishing remuneration and expenses paid

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

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

virtue of paragraph 8, he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he or she is entitled.

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

Schedule 1 - Approved duties

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

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

Schedule 2 - Travel expenses¹¹

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

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

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

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

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

Vehicle mileage expenses

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

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

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

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

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

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

Passenger Rates

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

Schedule 3 - Subsistence expenses

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

Day Subsistence Rates

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

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

Overnight accommodation

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

Meals Provided Free Of Charge

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

Meals Taken On Trains

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

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Annual report on Remuneration and Expenses paid to LEP Board Members in the financial year to 31 March 2019

In accordance with the requirements of paragraph 11 of the LEP Board Members' Remuneration and Expenses Scheme, notice is hereby given that the amounts paid by way of remuneration and expenses to members of the Leeds City Region LEP Board during the financial year ending 31 March 2019 were as follows:-

Remuneration Period: Year ending 31 March 2019	
Name of member	Remuneration £
Marsh, Roger (Chair of the LEP)	60,000

Expenses Period: Year ending 31 March 2019	
Name of member	Expenses £
N/A	NIL

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

Date: 6 June 2019

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

Director: Alan Reiss, Director Policy Strategy & Communications

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

1 Purpose of this report

- 1.1 At the March 2019 meeting the LEP Board (“Board”) noted changes made to the Local Assurance Framework, which included the Equality and Diversity Policy and Statement (EDS).
- 1.2 The EDS is to be reviewed annually and outlines the measures to be taken in connection with Board and sub group membership recruitment.

2 Information

- 2.1 Within the Assurance Framework submitted in March 2017 a new expectation was that each LEP must set out its rules governing its commitment to diversity, including a diversity statement explaining how the LEP will look to ensure diverse representation at board and sub group level which is also reflective of their local business community, including geographies and protected characteristics.
- 2.2 The Equality Act 2010 defines the following as “protected characteristics”: age, disability; gender reassignment, marriage and civil partnership; pregnancy and maternity; race; religion or belief; sexual orientation.
- 2.3 As a result the LEP Equality & Diversity Policy including a Diversity Statement was produced and approved at the March 2017 meeting of the Board.
- 2.4 This Policy and Statement are to be reviewed annually and this took place at the March 2019 Board meeting. However, due to the requirement noted in paragraph **2.7** amendments to the Diversity Statement (**at Appendix 1**) have been made for which we seek Board approval.

Composition of the Board

- 2.5 The table in **Appendix 2** details the composition of the LEP Board. As a result of the recent local elections, the representative and substitute member from City of York Council has changed as detailed in the appendix.

- 2.6 In accordance with the Diversity Statement all members of the Board and its sub groups received training which provided an overview of equality and diversity in June 2018.

Next Steps to 2020 and beyond

- 2.7 The National Local Growth Assurance Framework states that the diversity statement should include a commitment to ensure that by 2020 at least one third of members of LEP Board are women with an expectation for equal representation by 2023. This is reflected in the Policy and Statement at Appendix 1.
- 2.8 In future a key, but not exclusive, focus will be to attract business leaders within the digital, creative, health, care sectors and social enterprise and to have high regard for our Diversity and Equality Policy. This refresh will take the Board and sub groups into 2023 and therefore the requirement of equal representation on the Board will apply for future recruitment campaigns.
- 2.9 Our intention, when a recruitment campaign is launched, will be to promote it online using a recruitment information pack which will include positive images of people of Black, Asian and Minority Ethnic (BAME) heritage and women, with a view to attracting a more diverse range of candidates. It will be shared through extensive digital channels and networks including Northern Powerhouse Women, Yorkshire Enterprise Network, Made in Yorkshire, Forward Ladies, Export Network, YABA, Women on Boards, Yorkshire Women in Business, Leeds Link and Deliciously Yorkshire. Advertising will also take place via the Business Insider and The Business Desk which will run in conjunction with an extensive social media campaign e.g. LinkedIn, Twitter.
- 2.10 In the meantime we will continue to research and then reach out to BAME people and women in business networks in an attempt to attract a greater number of applicants for future recruitment campaigns. The LEP will continue to strive to do more proactive engagement to build on these networks, including those linked to BAME business communities.
- 2.11 Also in preparation for the next recruitment campaign, and to ensure full consideration of the Equality and Diversity Policy and Statement during this process, members of future Interview Panels will in turn also receive more in depth diversity & equality briefing, particularly around recognising subconscious bias, ahead of conducting future interviews.
- 2.12 Going forward, the LEP will continue to monitor the composition of its Board and sub groups in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeting.

3 Financial Implications

- 3.1 None.

4 Legal Implications

- 4.1 None.

5 Staffing Implications

5.1 None.

6 External Consultees

6.1 None.

7 Recommendations

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

7.2 That the LEP Board approves the attached Equality & Diversity Policy and Diversity Statement which forms part of the LEP's Assurance Framework.

8 Background Documents

8.1 None.

9 Appendices

Appendix 1 - Leeds City Region Enterprise Partnership Equality and Diversity Policy including Diversity Statement

Appendix 2 - LEP Board composition

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Leeds City Region Enterprise Partnership (LEP)

Equality and Diversity Policy including Diversity Statement

Introduction

The Leeds City Region covers a large physical area and spans 10 local authority areas (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York), and is the biggest outside London, worth over £69.6 billion and generating 5% of England's output. It has 3 million residents, a workforce of 1.9 million, over 130,000 businesses, 14 Further Education Colleges and 10 Higher Education Institutions, one of the largest concentrations in Europe.

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

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

What is Equality and Diversity?

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

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

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

Commitment required

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

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

What we will do

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

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

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

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

Diversity Statement regarding board membership and sub groups

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

Further to the National Local Growth Assurance Framework (2019) this statement acts as our commitment to ensure that by 2020 at least one third of members of the LEP Board are women with an expectation for equal representation by 2023.

Responsibilities

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

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

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

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LEP Board composition

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

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

Date: 6 June 2019

Subject: **Scrutiny Annual Report 2018/19 and Statutory Guidance**

Director: Angela Taylor, Director of Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To present the LEP Board with the scrutiny annual report which provides a summary and highlights of the work undertaken by the Overview and Scrutiny Committee during the 2018/19 municipal year.
- 1.2 To inform the LEP Board of new statutory scrutiny guidance issued by the government in May 2019 and the Combined Authority's intention to review current scrutiny arrangements to ensure they are compliant with the new statutory guidance and in line with best practice in scrutiny nationally.

2. Information

Scrutiny Annual Report 2018/19

- 2.1 Earlier this year the Overview and Scrutiny Committee agreed to produce an annual report summarising the work it undertook this year. The scrutiny annual report will also be tabled for discussion at the Combined Authority's annual meeting on 27 June 2019.
- 2.2 The Scrutiny Annual Report 2018/19 is appended as **Appendix 1**. The final annual report will also be designed and published on the Combined Authority website.

Statutory scrutiny guidance and review of scrutiny arrangements

- 2.3 On 15 December 2017 the House of Commons' Communities and Local Government Committee published a report entitled '[Effectiveness of local authority overview and scrutiny committees](#)'¹ concluding an investigation into scrutiny nationwide and making recommendations to the government.

¹ <https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/369/369.pdf>

- 2.4 The [government responded in March 2018²](#) accepting most of the recommendations and pledging to issue new, updated scrutiny guidance to local authorities (last issued in 2006) by the end of 2018.
- 2.5 Consequently, the Overview and Scrutiny Committee agreed³ that as the Combined Authority and LEP have changed noticeably in the last four years, and now that a dedicated statutory scrutiny officer was appointed, the time was right to revisit and conduct a review of scrutiny arrangements and their effectiveness – with a particular focus on the following areas:
- Resources and capacity
 - Governance and working group arrangements
 - Strategic work planning
 - Public involvement in scrutiny
 - Methods of scrutiny (Eg 'scrutiny in the community' site visits)
 - Involvement of external experts and stakeholders
- 2.6 The publication of the new scrutiny guidance was delayed by national political developments in late 2018 but was ultimately issued as '[Overview and scrutiny: statutory guidance for councils and combined authorities⁴](#)' on 7 May 2019 by the Ministry of Housing, Communities and Local Government (MHCLG).
- 2.7 The guidance covers the following principal areas, which largely correspond with the areas the Overview and Scrutiny Committee identified as focuses for reviewing scrutiny earlier this year:
- Culture and mind-set
 - Resourcing for scrutiny
 - Selecting committee members
 - Power to access information
 - Work planning and engaging with the public
 - Evidence sessions
- 2.8 The new guidance explicitly applies to combined authorities for the first time and was issued under relevant legislation. Combined authorities are obligated to have regard to guidance in the way that they work and the decisions they make and any combined authority subject to the guidance must have a clear justifiable reason for departing from it. Scrutiny Standing Order 14 also obligates the Overview and Scrutiny Committee and the Combined Authority to have regard to any guidance issued by the Secretary of State.
- 2.9 The Centre for Public Scrutiny (CfPS) also intends to publish a longer and revised version of their 'Good Scrutiny Guide'⁵ to take into account the new

² <https://www.parliament.uk/documents/commons-committees/communities-and-local-government/2017-19-Correspondence/Government-Response-to-the-Communities-and-Local-Government-Committee-First-Report-on-the-effectiveness-of-local-authority-overview-and-scrutiny-committees.pdf>

³ Minute 5, 13 July 2018 – Overview and Scrutiny Committee

⁴ <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

⁵ <https://www.cfps.org.uk/scrutiny-statutory-guidance-published-today/>

guidance and reflect changes in best practice since the last set of good practice guides were released – particularly for combined authorities.

- 2.10 The CfPS has also pledged to liaise closely with combined authorities through the existing Combined Authorities Governance Network (CAGN) and Local Government Association (LGA) to understand what changes combined authorities might make as a result of the new guidance.
- 2.11 Following the publication of guidance, a series of workshops with scrutiny members will be arranged to discuss the contents of the guidance and the CfPS's planned refreshed 'good scrutiny guide' and make recommendations to the Overview and Scrutiny Committee, Combined Authority, the LEP and partner authorities as appropriate.
- 2.12 The Overview and Scrutiny Committee has already progressed some reforms to scrutiny arrangements this year as outlined in the annual report (**Appendix 1**) and intends to build upon them in the coming year and the LEP Board will be kept updated as the review progresses.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

- 6.1 No external consultations have been undertaken.

7. Recommendations

- 7.1 That the LEP Board notes the appended annual report summarising the work undertaken by the Overview and Scrutiny Committee in 2018/19 and provides any comments.
- 7.2 That the LEP Board notes and supports the intention to review the Combined Authority's current scrutiny arrangements to ensure scrutiny arrangements are compliant with new statutory guidance and are in line with best practice in scrutiny nationally.

8. Background Documents

['Effectiveness of local authority overview and scrutiny committees' – first report of the Communities and Local Government Committee in the Session 2017-19 \(15 December 2017\).](#)

[Government Response to the Committee's First Report of 2017-19 \(6 March 2018\).](#)

['Overview and scrutiny: statutory guidance for councils and combined authorities'](#) (7 May 2019, Ministry of Housing, Communities and Local Government)

9. Appendices

Appendix 1 – Scrutiny Annual Report 2018/19

Annual Report 2018/19

Overview and Scrutiny Committee

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Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2018/19 municipal year and any conclusions and recommendations made.

What is 'Overview and Scrutiny'?

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

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

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

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

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

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

Membership 2018/19

Chair: Councillor Liz Smaje (Nov 2018 – present).

She took over from Councillor Robert Light (June 2015 – Nov 2018) in November 2018 when he stood down as a councillor to pursue new opportunities.

Members 2018/19

Bradford	Cllr Sarfraz Nazir Cllr Mike Pollard Cllr Rosie Watson
Calderdale	Cllr Stephen Baines Cllr James Baker Cllr Dot Foster
Kirklees	Cllr Paul Kane Cllr Robert Light (until Nov 2018) Cllr Marielle O'Neill Cllr Liz Smaje (From Nov 2018)
Leeds	Cllr Peter Harrand Cllr David Jenkins Cllr Denise Ragan
Wakefield	Cllr Glenn Burton Cllr Graham Isherwood Cllr Betty Rhodes
York	Cllr Jenny Brooks (Until March 2019) Cllr Ian Cuthbertson Cllr Helen Douglas (From March 2019) Cllr Tina Funnell

Chair's Foreword

I would like to thank all members of the committee and all those who kindly gave evidence during the year.

As can be seen from the work programme and conclusions in this report, the issues considered by scrutiny this year covered a number of key areas including inclusive growth, grants to businesses and the corporate plan.

It is vital for good governance at the Combined Authority and LEP that scrutiny is accepted as a "critical friend" and able to provide constructive feedback.

Going forward, we need to strengthen pre-decision scrutiny and continue to strive for best practice in line with newly published government guidance, so that scrutiny can continue to adapt to any future changes in the Combined Authority and LEP.

I would also like to say a big thank you to my predecessor as chair, Robert Light. He chaired the committee during a time of major change for the Combined Authority and LEP.

I echo the sentiments of scrutiny members who thanked him for his fair stewardship and willingness to engage all members in discussions and work planning.

As Chair, he oversaw the Committee's work on two major inquiries into the region's handling of the 2015 Boxing Day Floods and the LEP's high profile loan to Oxford GB2 to build a hotel near Leeds Arena.



Councillor Elizabeth Smaje
Chair, Overview and Scrutiny Committee



Work Programme 2018/19

Scrutiny determines its work programme at the beginning of each new municipal year in June when members choose which issues from previous years to revisit and which issues coming up in the year ahead they will need to look at more closely.

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

Every year the Combined Authority and LEP agree a **Corporate Plan**¹ which outlines their ambitions and targets. In 2017 and 2018, the Combined Authority and LEP committed themselves to three long term ambitions:

1. Enabling Inclusive Growth
2. Delivering 21st Century Transport
3. Boosting Productivity

A fourth objective to secure ‘clean growth’ and a zero-carbon economy was added to the 2019/20 Corporate Plan.

As a result, this year scrutiny’s work programme focused on a general theme of ‘inclusivity’ and looked into how long term inclusive outcomes and opportunities are being achieved by the Combined Authority and LEP’s economic and transport services, policies and projects and where improvements could be made.

The work programme of the main committee and its working groups are outlined below and highlights from some of the main issues considered are outlined in more detail in the following section.

Summary of Work Programme

13 July 2018	<ol style="list-style-type: none"> 1. Policy Framework and Local Inclusive Industrial Strategy 2. Devolution
14 September 2018	<ol style="list-style-type: none"> 1. Ministerial review of LEPs 2. Business grants 3. Business planning and Budget 2019/20 4. “West Yorkshire... and beyond – Calderdale Council's contribution to the Combined Authority”
16 November 2018	<ol style="list-style-type: none"> 1. Flood Review 2. Combined Authority's engagement with the public 3. Devolution
18 January 2019	<ol style="list-style-type: none"> 1. Assurance Framework 2. Apprenticeships 3. Inclusive Growth 4. LEP Merger 5. Draft Budget 2019/20

¹ <https://www.westyorks-ca.gov.uk/media/3362/corporate-plan-18-19.pdf>

22 March 2019	<ol style="list-style-type: none"> 1. Strategic transport priorities 2. Business grants criteria and inclusive growth
24 May 2019	<ol style="list-style-type: none"> 1. Corporate Plan 2019/20 and performance 2018/19 2. Annual Scrutiny Report 2018/19 3. Statutory scrutiny guidance

Working Groups

To support its work this year, the Overview and Scrutiny Committee set up two member working groups to focus on some LEP (economic) and Transport issues separately.

	LEP Review Working Group	Transport Working Group
Members	Cllr Stephen Baines* Cllr Paul Kane Cllr Mike Pollard Cllr Rosie Watson	Cllr Ian Cuthbertson* Cllr Dot Foster Cllr Peter Harrand Cllr Denise Ragan
Topics	<ol style="list-style-type: none"> 1. LEP review / merger 2. Assurance Framework 3. Pre-decision scrutiny arrangements 4. Local Industrial Strategy 	<ol style="list-style-type: none"> 1. Transport related barriers to employment 2. Accessibility 3. Integrated ticketing 4. Rail performance

**Lead member*

2018/19 Highlights

Flood Review recommendations

Following the 2015 Boxing Day floods which severely affected West Yorkshire, scrutiny undertook a review of the flood events and how they were handled by the relevant authorities. Scrutiny concluded with 10 recommendations which were accepted and included amongst the 19 recommendations in the 'Leeds City Region Flood Review'.

This year scrutiny revisited those recommendations two years on to measure progress and invited Yorkshire Water and the Environment Agency to a meeting. The Committee found that whereas progress had been made, there was still room for improvement.

Further conclusions included:

- There had been improvement in cooperation between the 'three arms' of local authorities, the Environment Agency and the water sector compared to three years previously. The response to smaller flood events since 2016 had showed promise.
- The level of public and political spotlight which has been maintained since Boxing Day 2015 has been very encouraging. Previous flood events yielded only short term attention.
- Despite improvement in community engagement, education and public outreach by the 'three arms' through volunteer networks, use of flood wardens, and full time engagement staff, it was reported that many constituents remained unaware of them.
- There is evidence of a bigger focus on flooding in planning and policy making and those councils affected by the floods have created permanent flood partnerships, some of which are led by elected members.
- The Environment Agency, and other sectoral and utility partners, should seek to provide comments more often, when possible, in planning applications to support flood resilience – even if a brief or standard response.
- Responsibility for funding flood resilience and mitigation efforts should be shared by developers if their developments affect existing flood risk levels. The cost is often passed onto the public and councils which are currently under financial stress.

Scrutiny will continue to monitor the progress in implementing the Flood Review's recommendations.

'Enabling Inclusive Growth'

Business grants

The LEP oversees many business grants programmes which aim to achieve particular outcomes such as incentivising job creation, innovation and environmental

sustainability. Scrutiny reviewed the performance and progress of inclusive growth outcomes arising from these programmes.

In 2018, the LEP Board decided to trial new application criteria designed to secure more inclusive growth outcomes for one of its business grants programmes – ‘Business Growth Programme’ (BGP) – over a six month period.

The trial criteria included requirements to create real living wage jobs and asked applicants to choose from commitments including undergoing energy audits, offering green travel options, paying suppliers as soon as possible, working with schools and supporting workers with disability and health issues.

Scrutiny recommended that this approach be extended to all current and future business grants programmes at all grant award levels.

In March 2019, following the conclusion of the first six months of the new inclusive growth application criteria, scrutiny reviewed the data and made further recommendations on how the criteria could be strengthened, including:

- Additional programmes of support to help aspirant applicants meet the stronger, more inclusive criteria such as employing people with disabilities
- Reducing the timescale within which businesses must commit to paying their suppliers to support smaller businesses

As some of the business grants programmes are due to end soon, scrutiny asked that ‘outcome reports’ be produced for each grants programmes upon their completion to allow scrutiny to better assess value for money and whether there have been, or likely to be, positive, long-lasting outcomes for local communities.

Apprenticeships

Scrutiny assessed the approach to supporting apprenticeships internally and externally over several meetings between September 2018 and March 2019.

The Combined Authority does not fund, deliver or monitor apprenticeship training directly, but does encourage apprenticeship starts by supporting businesses through the bureaucracy involved in taking on apprentices (through its Employment Hub) and incentivising small and medium sized businesses (SMEs) to take on apprentices for the first time through the Apprenticeship Grants for Employers (AGE) programme.

Scrutiny’s view is that responsibility for the success of apprenticeships should not be left solely with the training providers, OFSTED and employers and that the Combined Authority should consider:

- what it can do to help support apprenticeships more broadly, through its existing services and when developing future service areas / programmes.
- if it is in a position to at least monitor the quality of what training providers are delivering and engage with apprentices directly to influence and enable higher *completion* rates.

It is also essential that the Combined Authority leads by example by recruiting and strongly supporting apprenticeships internally, as it cannot credibly promote

externally what is not being achieved internally. Scrutiny welcomed the development of an internal staff development strategy and framework where apprenticeships feature as a key element.

‘Delivering 21st Century Transport’

Connecting people, places and policy

Scrutiny’s Transport Working Group invited the Joseph Rowntree Foundation (JRF) to discuss their recent report², which used local areas Seacroft (Leeds) and Dewsbury Moor (Kirklees) as case studies, which found that transport issues are a ‘significant barrier to employment for many residents living in low-income neighbourhoods’ and ‘are intimately related to the nature and location of employment’.

Too many people in the region are not sufficiently connected to economic and educational opportunities. It is understood by all partners in the region that current connectivity links could be improved and that there was a lot of work to do.

Although the Combined Authority is not a planning authority and does not build and manage housing stock, scrutiny suggested that it could play a strategic role to enable sufficient alignment between housing, transport and skills strategies and policies amongst partner authorities in the region.

The Transport Working Group also concluded the following:

- There were some missed opportunities in local plans and planning where a site is allocated as employment but transport links are not properly considered. An example being land near the M62 motorway was designated as an employment site for distribution centres which employed low-paid staff on shifts. This was convenient for logistical distribution and delivery, but not for staff going to work there on public transport.
- Too many housing developments don't seem to take into account transport considerations or data modelling future trends. There could be better evidencing during the planning and appraisal stage of how developments will affect existing transport links or what kind of new transport links will be needed in the future, or based on demography.
- Developers could be required to invest in transport infrastructure or to subsidise bus services made necessary by their developments. In some cases, local authorities did not make enough use of existing statutory powers (such as Section 106 agreements) as a matter of deliberate policy or as a result of pressure from developers.
- In any case, there can be limited scope to compel fulfilment of Section 106 agreements in some cases. When planning permission is granted only with

² <https://www.jrf.org.uk/report/tackling-transport-related-barriers-employment-low-income-neighbourhoods>

promises around transport investment, 'viability' is often raised by developers as a problem and can then be used to avoid fulfilling agreements after permission is given.

The recently established West Yorkshire Bus Alliance, supported by the Combined Authority, has a priority to consider different, possible models to redesign bus operations to better deliver services to, and connect, all communities within the context of existing legislation on bus deregulation.

Digital Inclusion and Exclusion

Initial data shows that digital methods for paying for travel and accessing live travel information is becoming popular – but there are inequalities. For example, the uptake of contactless payment on buses is around 40% in the higher income North Leeds areas, but only 5% in lower income South Leeds areas.

Digital innovations might improve reliability, service, patronage and efficiency but care must be taken not to leave people behind. Many people still do not have or cannot afford bank accounts, suitable phones or reliable internet connections to take advantage of them. 'Digital by default' could disconnect many communities.

Scrutiny welcomed the Combined Authority's position, for instance, that a fully cashless system should not be put in place until a solution for current cash users is found and that issue is resolved.

Accessibility and Mobility

Following a referral from a member of the public who informed scrutiny members of a local rail operator's policy not allowing mobility scooters of a certain size on its trains, the Transport Scrutiny Working Group invited train operators and the Chair of the Transport Committee to look into the approach to accessibility and mobility.

Scrutiny found that there has been a lot of progress in accessibility in transport, such as disability training becoming mandatory and more frequent for bus and train drivers. There are also special bookable services for people with disabilities run directly by the Combined Authority, such as AccessBus, which are well received.

However, scrutiny concluded that disabled people still face serious issues using public transport that others do not and they also suffer higher consequences with regards to the same issues that others do not. The Combined Authority should take a lead in advocating on this issue through the existing Transport Operators Forum and Bus Alliance as part of its commitment to inclusivity.

Next steps in 2019/20

Next year scrutiny will approach work programming in a slightly different way. Work programming will be done in a workshop setting to allow for a more strategic approach and fuller look at the Combined Authority and LEP's plans for the year ahead.

Improving scrutiny

This year the Committee decided that, since the Combined Authority has changed noticeably since it was established four years ago and a dedicated scrutiny officer had now been appointed, the time was right to revisit and conduct a review of scrutiny arrangements – with a particular focus on:

- Resources and capacity
- Governance and working group arrangements
- Strategic work planning
- Public involvement in scrutiny
- Methods of scrutiny (Eg 'scrutiny in the community', site visits)
- Involvement of external experts and stakeholders

The review would take into account and apply the new statutory scrutiny guidance³ issued by the government in May 2019.

Involvement of the public in scrutiny

In particular, the Committee identified increasing the involvement of the public in the scrutiny process as a priority. Scrutiny committed to exploring the development of a scrutiny communications and engagement plan to better:

- increase scrutiny's profile, coverage and presence on existing websites and social media.
- engage and consult with the public to include their views and needs in work programming.
- identify and arrange site visits in the community when appropriate e.g. to flood affected areas when considering floods as an issue.
- arrange 'scrutiny in a day' sessions and conferences on important issues.

Strengthening pre-decision scrutiny of projects

Another priority for scrutiny is the improvement of pre-decision scrutiny.

Following several workshops, the LEP scrutiny working group recommended a new section in the Assurance Framework, which governs the process by which projects are chosen and progressed, to ensure scrutiny is kept informed of projects in development before decisions are made.

³ <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

“To support pre-decision scrutiny, officers will maintain a forward plan of projects in development and anticipate timescales and decision-point milestones and make this forward plan available to scrutiny members to review periodically on request.

Following the technical appraisal of business cases by case officers and subsequent consideration by the Programme Appraisal Team (PAT), officers will ensure that the relevant documents, information and analysis relating to each project can be made available to scrutiny members on request.

Schemes might be selected for further scrutiny based on a sectoral mix around cost, risk, complexity, aimed benefits or strategic value – as determined by the Committee's priorities and work programme. Scrutiny members could then look closer at a particular project or selection of projects.

Officers will support scrutiny members to have the opportunity to review projects, raise any concerns and ensure comments are reported and brought to the attention of decision making committees and officers prior to the approval and progression of projects through decision points. “

Extract from pp 24-25, Assurance Framework (March 2019)⁴

⁴<https://westyorkshire.moderngov.co.uk/ecSDDisplayClassic.aspx?NAME=Assurance%20Framework%202019&ID=363&RPID=762536&sch=doc&cat=13600&path=13600>

Find out more and get involved

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

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

Get in touch

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

You can contact scrutiny:

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

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

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

Date: 6 June 2019

Subject: **Calendar of meetings 2019/20**

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen

1. Purpose of this report

- 1.1 To approve the calendar of meetings proposed for the LEP Board for 2019-2020, and note the provisional meeting dates for panels appointed by the West Yorkshire Combined Authority (Combined Authority) which report to the LEP Board, and other committees.

2. Information

- 2.1 The proposed calendar of meetings for the LEP Board in 2019/20 is attached as **Appendix 1** to this report.
- 2.2 In setting the proposed dates for the LEP Board, it was necessary to give consideration to the wider schedule of meetings of the West Yorkshire Combined Authority, to ensure that each committee and advisory panel feeds through the appropriate committee channels and into the LEP Board/Combined Authority as required.
- 2.3 Bank holidays, public holidays, party conferences, Marché International des Professionnels de l'Immobilier (MIPIM), elections, full council meetings and district cabinet/executive meetings have all been taken into account and avoided. It has not been possible to avoid all school holidays due to divergent holidays across Leeds City Region's geography and between primary, secondary, sixth form together with private/state/academy differences.
- 2.4 **Appendix 1** also shows provisional meeting dates for panels to be appointed by the Combined Authority, which also report to the LEP Board. The appendix also includes, for information purposes, provisional dates for meetings of the Transport Committee and the West Yorkshire & York Investment Committee which report directly to the Combined Authority and the Business Investment Panel which reports to the Investment Committee. All the Combined Authority meeting dates are subject to the resolution of the Combined Authority at its annual meeting on 27 June 2019.

2.5 In view of the impending refurbishment of Wellington House, additional venues for meetings are currently being sought.

3. Financial Implications

3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board:

- i. Approves the calendar of meetings proposed for the LEP Board for 2019-20 as detailed in Appendix 1.
- ii. Notes the provisional meeting dates for panels to be appointed by the Combined Authority which report to the LEP Board, as detailed in Appendix 1.
- iii. Notes the provisional meeting dates of the Transport Committee, West Yorkshire & York Investment Committee and the Business Investment Panel as detailed in Appendix 1.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – Calendar of Meetings 2019-2020

Draft Calendar of Meetings 2019/20

2019

June 2019	27	Combined Authority Annual Meeting	11.00 am
July 2019	5	Transport Committee	11.00 am
	9	Green Economy Panel	4.00 pm
	11	Investment Committee	2.00 pm
	12	Business Investment Panel	2.00 pm
	18	LEP Board	2.00 pm
	30	Place Panel	2.00 pm
August 2019	1	Combined Authority	11.00 am
	2	Business Investment Panel	2.00 pm
September 2019	3	Investment Committee	11.00 am
	5	Business Investment Panel	2.00 pm
	6	Transport Committee	11.00 am
	10	Business innovation and Growth Panel	2.00 pm
	12	Employment and Skills Panel	2.00 pm
	25	LEP Board (followed by Awayday)	12.00 pm 2.30 pm
October 2019	1	Investment Committee	11.00 am
	9	Business Investment Panel	2.00 pm
	10	Combined Authority	11.00 am
	22	Green Economy Panel	4.00 pm
November 2019	7	Investment Committee	11.00 am
	7	Business Investment Panel	2.00 pm
	8	Transport Committee	11.00 am
	15	Inclusive Growth & Public Policy Panel	2.00 pm
	21	LEP Board	2.00 pm
	26	Business Innovation and Growth Panel	2.00 pm
December 2019	3	Business Investment Panel	11.00 am
	4	Investment Committee	11.00 am
	12	Combined Authority	11.00 am

2020

January 2020	8	Business Investment Panel	2.00 pm
	9	Investment Committee	11.00 am
	10	Transport Committee	11.00 am
	23	LEP Board	2.00 pm
	28	Green Economy Panel	4.00 pm

	30	Place Panel	2.00 pm
February 2020	5	Investment Committee	11.00 am
	5	Business Investment Panel	2.00 pm
	6	Combined Authority	11.00 am
	25	Employment and Skills Panel	2.00 pm
	27	Business Innovation and Growth Panel	2.00 pm
March 2020	5	Investment Committee	11.00 am
	11	Business Investment Panel	2.00 pm
	12	LEP Board	2.00 pm
	13	Transport Committee	11.00 am
April 2020	1	LEP Board	2.00 pm
	2	Investment Committee	11.00 am
	2	Business Investment Panel	2.00 pm
	7	Green Economy Panel	4.00 pm
	16	Combined Authority	11.00 am
	30	Business Investment Panel	2.00 pm
May 2020	13	Investment Committee	11.00 am
	15	Transport Committee	11.00 am
	19	Employment and Skills Panel	2.00 pm
	21	Business Innovation and Growth Panel	2.00 pm
	22	Inclusive Growth & Public Policy Panel	2.00 pm
June 2020	9	Investment Committee	11.00 am
	10	LEP Board Annual Meeting	2.00 pm
	11	Business Investment Panel	2.00 pm
	25	Combined Authority Annual Meeting	11.00 am

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

Date: 6 June 2019

Subject: **Public Question Time**

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

Author(s): Racheal Johnson

1. Purpose of this report

- 1.1 To provide LEP Board members with an overview of the LEP Question Time session, which will take place at the LEP's annual meeting.

2. Information

- 2.1 A requirement of the Government's *Strengthened Local Enterprise Partnerships* review is that all Local Enterprise Partnerships hold an annual meeting at which the public has the opportunity to ask questions of the LEP Board.
- 2.2 As part of its commitment to being the most transparent LEP in the country, the Leeds City Region Enterprise Partnership has decided to hold a public Question Time session lasting up to 30 minutes at the end of its annual meeting.
- 2.3 Businesses and members of the public have been asked to submit questions to the LEP Board through a number of channels – including social media using the hashtag #AsktheLEP, by email and via the West Yorkshire Combined Authority's Your Voice online engagement platform. Questions will be asked at the meeting, either by the individual(s) submitting them or, if they are unable to attend, by the Combined Authority's Managing Director, Ben Still. Written answers will be published on the LEP website by 30 June 2019, along with answers to any questions that cannot be discussed in the meeting due to time constraints. The LEP Board is committed to providing all questions with a direct response, and publishing these responses on the LEP website.
- 2.4 To encourage participation, the LEP Question Time opportunity has been publicised widely using the following channels:
- A press release to regional and local media
 - Social media using both the LEP and Combined Authority's channels

- Direct emails to Business Communications Group members, local authority heads of communications and local district consultation sub-committee members, asking for their support in sharing the opportunity with their members and/ or local networks
- Promotion via the LEP SME eNews and Combined Authority's partner eNews
- Stories on the LEP and Combined Authority websites: <http://www.the-lep.com/news-and-blog/lep-question-time-invites-questions-from-the-public/>
- LEP Board members have also been asked to share the opportunity with their contacts

3. Financial Implications

3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

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

8. Background Documents

8.1 None.

9. Appendices

9.1 None.

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

Date: 6 June 2019

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

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

Author(s): Racheal Johnson

1. Purpose of this report

- 1.1 To provide LEP Board members with an update on the meeting of the Business Communications Group (BCG), held on 20 March 2019.
- 1.2 To update the Board on key communications and marketing activities delivered by the West Yorkshire Combined Authority's Communications and Marketing team since the last meeting.

2. Information

BCG meeting

- 2.1 The BCG received updates and were invited to provide feedback on a number of areas of LEP and Combined Authority activity, including developments towards a City Region Connectivity Strategy/ mass transit network, the latest intelligence on the City Region's economic performance, the emerging Local Industrial Strategy and the LEP's business support offer. Members also highlighted the key issues and opportunities being reported to them by the businesses they represent.
- 2.2 The key comments made by BCG members in relation to the Connectivity Strategy development were:
 - Future plans to improve connectivity across the City Region must reflect the connectivity needs of the whole region, and not just connectivity between local areas and Leeds. It was suggested that a series of maps/ visuals be produced that demonstrate proposed developments within specific communities and how these will address local priorities.
 - A focus on increasing cycling and walking should be inherent within all future transport improvements

- Environmental and air quality improvements need to be central to driving thinking, but the cost-benefit appraisal of potential schemes must be robust.
- The story we tell about future transport improvements needs to set out a compelling vision of the future in terms that resonate with real people and different types of business. The challenges of engaging people and businesses on concepts for schemes that will not be delivered for many years were noted.
- The potential of securing private sector funding for transformational transport schemes was highlighted, if the vision is compelling enough.

2.3 BCG members discussed the latest **economic reporting** on the City Region economy and the headlines from the LEP's annual business survey. The impact of Brexit in particular was highlighted, with many firms reporting concerns on practical issues such as how to get export goods to customers in the event of a no-deal Brexit. Members broadly endorsed the message coming out of the business survey that many companies are refocusing on domestic markets and that there is significant pent-up investment due to ongoing uncertainty.

2.4 BCG members provided **feedback on other key issues** raised by the businesses they represent. In summary:

- A range of support is available from FE colleges to support **investment in skills**. Louise Tearle will provide an overview of this support at a future meeting.
- **Commercial lending** to businesses is currently at record high post-recession levels
- There has been a notable **dip in confidence**, related to Brexit and fluctuating markets and also a lack of confidence among businesses in the political system
- Yorkshire Universities are undertaking an analysis of the region's **higher education institutions' economic impact** and are considering how the universities can broaden and deepen their role as anchor institutions
- There are concerns about the potential impact of Brexit and the forthcoming Augur Review on **university funding**
- The Federation of Small Businesses is undertaking a campaign to reduce late payments, which have a significant detrimental impact on **small firms** and a report on the positive impact small businesses have on their communities
- Businesses remain eager to see progress on **devolution** in the region

2.5 BCG members were provided with updates on the emerging Local Industrial Strategy (LIS) for West and North Yorkshire and the Skills Commission being led by the West Yorkshire Combined Authority. Members are keen to be closely involved in the development of both pieces of work and workshop sessions will be organised in June to begin a process of ongoing engagement with members. In relation to the LIS in particular, the importance of language was noted and in particularly framing the strategy in terms that are meaningful

for businesses. It was noted that “productivity” in particular is not a term that resonates with many businesses.

- 2.6 The role of the BCG was discussed, with those members in attendance stressing the important link the group provides between the LEP and the business community. It was agreed that discussions are needed with those members who do not routinely attend so that the group fulfils its role as a two-way communications channel to influence LEP policy and make businesses in the region aware of the support available.
- 2.7 The next BCG meeting will take place on 6 June and will focus primarily on workshop sessions to seek members’ initial views on the LIS and Skills Commission.

Communications and marketing update

- 2.8 The Combined Authority and LEP secured significant media coverage in March. Roger Marsh and Cllr Hinchcliffe both made national television appearances speaking about Brexit and rail services respectively. The One Yorkshire Conference, which was led by the Combined Authority, attracted significant coverage, as did the City Region’s MIPIM delegation which generated 45 news stories and increased social media followers. Media targets for 2018/19 were exceeded, and the volume of coverage exceeded 2018 figures in every month.
- 2.9 Communications and marketing activity has been more limited in April and May as a result of local and European election purdah but business planning for 2019/20 is well underway. Priority activities for the coming year include:
 - Communications and engagement support for the Local Industrial Strategy, LEP merger, Skills Commission and clean growth agenda
 - High-profile strategic communications and advocacy campaigns in support of the NP11 agenda and the region’s rail priorities
 - Marketing campaigns continuing to raise the region’s profile nationally and internationally building on the success of Channel 4
 - Campaigns to promote business growth, skills and export support from the LEP and its partners, with a number of new skills campaigns due to launch later in the year
 - Development of a new LEP website, due to launch in early summer 2019
 - Communications activity and campaigns illustrating the LEP and Combined Authority’s positive impact on the region, in particular showcasing the impact of the LEP Growth Deal five years since it was secured

3. Financial Implications

- 3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

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

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

8. Background Documents

8.1 None.

9. Appendices

9.1 None

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

Date: 6 June 2019

Subject: **Business Innovation and Growth Panel**

Director(s): Alan Reiss, Director of Policy, Strategy & Communications
Henry Rigg, Interim Executive Head of Economic Services

Author(s): Henry Rigg, David Shepherd, Jonathan Skinner, Sarah Bowes

1. Purpose of this report

- 1.1. To provide the Leeds City Region Enterprise Partnership (LEP) Board with a report on the work of the Business, Innovation and Growth (BIG) Panel.

2. Information

Innovation

Access Innovation and Connecting Innovation

- 2.1 Access Innovation is being delivered across the City Region with funding from the European Regional Development Fund (ERDF) and the Local Growth Fund (LGF). The £7m programme's primary objective is to help SMEs to become more productive and competitive through the development of new products, processes and services. Funding and advice is available to support businesses with this, including from third party specialist organisations, such as universities and other research centres of excellence.
- 2.2 To date, the programme has engaged with 504 SMEs, 263 of which have received one-to-one support from the three Innovation Growth Managers, resulting in detailed action plans for taking their innovation projects forward. 45 applications for grants (innovation vouchers) have been approved to date with a collective value of £1,764,340. A further four applications, totalling £140,000, have been received and are currently being appraised. A number of other applications of varying sizes are currently being developed with support from the Innovation Growth Managers.
- 2.3 In response to the interim evaluation, and the team's experience to date of delivering the programme, the Combined Authority/LEP is in advanced stages of developing a successor programme : - Connecting Innovation. The full business case for the new programme was submitted on 28 May 2019, and it will aim to drive up the appetite for innovation investment and activity across the business community, including amongst those SMEs yet to engage with the LEP or any part of the R&D eco-system. The target commencement

date for Connecting Innovation is January 2020 to follow on from Access Innovation which is scheduled to finish at the end of 2019.

Digital Framework

- 2.4 Following the adoption of the Leeds City Region Digital Framework by the LEP and Combined Authority in December 2018, the Digital Overview Group, chaired by Kersten England, will now meet for the first time in Spring 2019. The Group is currently made up of the following members: Andrew Wright, Adam Beaumont, Nic Greenan, and Rashik Parmar with officer attendance in support but nominations are sought for other attendees covering both the broader geography and five outcomes.
- 2.5 Whilst not a formal West Yorkshire Combined Authority/LEP Advisory Panel, the Group has been established to provide oversight of current and planned digital activity in Leeds City Region, and importantly make connections between the five strands of the Digital Framework.
- 2.6 The Digital Overview Group will report into the LEP Board. Working groups will take forward the actions of the Overview Group and progress will then be reported up into the Advisory Panels. The Advisory Panels will ultimately be accountable for activity under each strand of work

Business Support

Business Growth Programme (BGP)

- 2.7 The BGP provides grants of between £10,000 and £250,000 to businesses in the City Region towards capital investment (land, building, plant, equipment, machinery) that will lead to new job creation. Grants contribute up to 20% of the total cost of an investment, with businesses needing to demonstrate that they have access to the remaining finance required.
- 2.8 An additional £7m was recently secured for the programme from the Growth Deal allocation that takes the total allocation to £49.7m. Of this, £5.38m is being used to provide match-funding for four projects being supported by the European Regional Development Fund (Access Innovation, Strategic Business Growth, Digital Enterprise and Ad:Venture). Table 1 below presents progress on BGP since LGF funding commenced in April 2015.

Table 1: Programme performance against headline targets

Target Measure	6-Year Target (April 15 to March 21)	Achieved (as of Apr 19)
Expenditure	£44.32m	Committed - £32.89m Actual - £28.48m
New Jobs Created	4,100	Committed – 5,435 + 1,693 safeguarded Actual – 4,012 + 1,682 safeguarded
Businesses Supported	No contractual target	Committed - 587 Actual – 525
Number of Grants Awarded	765	Committed - 709 Actual – 615
Public/ Private Sector Leverage	£168.5m	Committed - £346.8m Actual - £268.4m
Total Cost Per Job	No contractual target	Committed - £6,052 Actual - £7,099

2.9 As the above table highlights, the programme is achieving a good return in terms of cost per new job at just over £7,000. This figure would be lower if the 1,682 actual safeguarded jobs were included in the overall calculation and would equate to £5,002 per job.

2.10 The April and May 2019 meetings of the Business Investment Panel and Business, Innovation and Growth (BIG) Panel have considered some changes to the guidance and core criteria for the programme. This has been in response to changing nature of demand for support, and the pressure on the programme budget with less than two years of funding remaining. As a result, a paper with some clear recommendations for changes to the criteria will be presented to the LEP Board at its meeting on 18 July 2019.

Inclusive Growth

2.11 Following the report on Inclusive Growth commitments at the LEP Board in March 2019 and the Combined Authority in April 2019, the revised criteria will be applied to the BGP from 1 July 2019 onwards. This will incorporate the following changes:

- The Inclusive Growth criteria and commitments will be applied to all business support programmes with a grant element, and not just to BGP.
- The grant value at which businesses will need to adopt the Inclusive Growth commitments will be lowered from £50,000 to £25,000, with businesses receiving grants between £25,000 and £50,000 being required to make one commitment.
- All businesses in receipt of support from the LEP will be strongly encouraged to make Inclusive Growth commitments, and will be supported to do so irrespective of the nature or value of support provided.

Productivity Pilot

- 2.12 The pilot was run as a competition, with an Open Call inviting businesses to apply between 17 September and 14 December 2018. Applications were invited from businesses for grants of between £25,000 and £100,000 (with corresponding total project costs of between £125,000 and £1 million) to support capital investments leading to clearly-evidenced productivity improvements that will be undertaken between 1 February and 31 July 2019.
- 2.13 Applicants were asked to complete a 'Productivity Plan' which demonstrated how they currently measure productivity and what improvements will be achieved, and evidenced, within a 12-month period following the investment. Applicants were also asked to set out other firm-level productivity interventions that will complement the capital investment and be delivered within an agreed period of up to 12 months. Examples could include commitment to achieve an industry or technical accreditation, undertake a productivity-improvement activity, such as Lean Manufacturing or Six Sigma, or, upskill key employees to gain maximum benefit from the capital investment.
- 2.14 A total of 11 applications were received, with a total grant request of £687,050. Four were from Leeds-based businesses, two each from Barnsley, Bradford and Kirklees and one from Craven. Six applications were from small enterprises (fewer than 50 employees), three from medium enterprises (50-249 employees) and two from large businesses (250 or more employees). All applicant businesses were in the manufacturing/engineering sectors.
- 2.15 Seven applications were recommended for approved (with a total grant value of £500,165), and four were recommended for rejection (with a total grant value of £186,885). The seven approved projects are now in delivery and will be closely for 12 months, as well as being involved in a longer-term impact study.

LEP Growth Service

- 2.16 The Growth Service is funded by the Department for Business, Environment and Industrial Strategy (BEIS), and provides businesses in Leeds City Region with direct access to the full range of publicly-funded products and services available to help them grow and/or sustain. This includes those delivered directly by the LEP and those available via partner organisations.
- 2.17 Table 2 below highlights the annual service performance against the headline targets for 2018/19. **Appendix 1** provides more detailed information on the scope, scale and impact of the service.

Table 2: Performance against headline targets 2018-19.

Target Measure	Target	Achieved March 2019
SMEs supported - light-touch & intensive (including enquiries/support from LEP products and services plus events)	2750	2920
Intensive support to SMEs by Growth Managers (ongoing support over the year i.e. several meetings, diagnosis of need, personal referral to relevant products/services, support with funding applications etc).	630	693
Intensive support to SMEs (including support from Growth Managers, and the LEP's core business support products)	900	1510
Delivery of Business Advice Pop Up events (with 7 in the 20% most deprived parts of the country)	12	13 (7 in 20% most deprived)
Proportion of businesses supported likely to recommend it	85%	86%
Service Expenditure (combined budget) - BEIS (£512,500) - Business Rates (£88,000)	£600,500	£555, 659 (£512,500 - BEIS) (£43,159 - BR)

- 2.18 The service surpassed its annual target for 2018/19 to provide support to 2750 individual businesses. 2,920 individual businesses received support between 1 April 2018 to 31 March 2019, of which 693 were intensively supported by the 12 SME Growth Managers. 1,510 businesses received support from the range of LEP business support products, namely Resource Efficiency Fund, Access Innovation, Strategic Business Growth, Business Growth Programme and the SME Growth Managers. Progress against the targets for 2019/20 will be reported to the Board at its July 2019 meeting.

Strategic Business Growth – support for SMEs with high growth potential

- 2.19 The £6.12 million Strategic Business Growth (SBG) project is being delivered by the LEP and its appointed contractor, Winning Pitch. It is also part-funded by ERDF and Local Growth Fund (LGF), and provides small, ambitious businesses with a package of tailored support to help them achieve their growth potential. This includes one-to-one business coaching, one-to-many workshops on key areas of business growth and an important peer-to-peer element that allows businesses to share their experiences and expertise, and identify collaboration opportunities.
- 2.20 286 businesses are now fully engaged with the programme (against a target of 302 by December 2019), including 223 that have developed detailed growth action plans with their allotted account managers. Of these, 265 have benefitted from a combined total of over 6,299 hours of coaching support and 83 have attended on average two or three of the 42 workshops available. The

advisory support provided to date has led to the creation of 332 jobs, against a target of 596 by January 2020.

- 2.21 35 capital investment grants collectively worth over £900,000 have been awarded to businesses on the programme, and these are forecast to leverage additional investment from the recipients of over £3m and create approximately 180 new jobs.

Investment Readiness and Business Resilience

- 2.22 The new £1.4m Investment Readiness project is on target to commence delivery from June 2019 for just under three years. Supported by ERDF and the Leeds City Region Business Rates Pool, it will provide SMEs across the City Region with advice and guidance on the full range of finance products available in the marketplace, and will assist them to access the finance they need to grow and/or sustain their operations. The support will be accessed via the Growth Service and will be a new referral product for the SME Growth Managers, as well as for all business support professionals working on other projects e.g. Export for Growth, Manufacturing Growth Programme and the Northern Powerhouse Investment Fund.
- 2.23 A £1.23m tender opportunity to appoint a primary contractor for the project closed in March 2019, and there was a healthy response from the market. Full appraisal of the returned tenders was undertaken in April 2019 and the successful organisation (Winning Pitch Limited, with Garbutt and Elliott and Grant Thornton) will commence delivery in June 2019.
- 2.24 A new Business Resilience project is now being implemented as an enhancement of the Growth Service. This is an extension of the current SME Growth Manager function with an additional 8.5 to be recruited (taking the team to 19 FTEs), and will aim to put some of the City Region's larger SMEs in stronger positions to benefit from future challenges and opportunities via more intensive account-management. This will focus on the importance of financial health and sustainability through more concentrated support with such issues as cash-flow management, property requirements and supplier / customer relations.
- 2.25 Brexit preparation will clearly be an important factor with the above, but the project will also cover other new and emerging factors that businesses may need to prepare for, such as clean air legislation, major infrastructure schemes (e.g. HS2) and ongoing changes to the national living wage.
- 2.26 The project successfully secured £1.7m from the European Regional Development Fund in March 2019, with match-funding provided from the Combined Authority and the City Region's Local Authorities via the current SME Growth Manager funding arrangement.

Resource Efficiency Fund

- 2.27 Progress on the above project is included within the Green Economy Panel update report.

Channel 4

- 2.28 The team continues to support with the delivery of Channel 4 related initiatives, particularly in relation to nurturing and supporting the local TV and production community.
- 2.29 During April and May 2019, the team has overseen the development of a concerted marketing campaign to raise the awareness of the LEP's existing business support schemes amongst the TV and production sector. This has involved working with Channel 4 to showcase the support available Channel 4 event in Leeds on 29 May 2019.
- 2.30 Following a recent recruitment process, the role of Creative Industries - Opportunity Programme Manager, has been filled. This will play a critical role in designing and managing a range of initiatives to develop the TV and Screen industries ecosystem in Leeds City Region.

Trade and Investment

- 2.31 Final performance results for 2018-19 show the trade and investment team generated 98 new enquiries and secured 27 new projects. This culminated in the creation of 1,933 new jobs and the safeguarding of 608 jobs.
- 2.32 In the final months of the year, the newly established Key Account Management started to account for a number of the new project success. In total, the team undertook 122 meetings identifying 51 potential new projects. This performance has pleased the Department of International Trade who has since officially confirmed funding for the team to continue in 2019-20.
- 2.33 During 2018-19 the trade and investment team also played a role in the delivery of 12 export initiatives engaging with a number of both new (98 businesses) and existing exporters (26 businesses). In total during 2018-19 the team's activities generated 201 export related enquiries to the Growth Service.
- 2.34 Since the last report the team has helped deliver a number of new inward investment successes. It is pleasing to note that many of these are in non-core city districts:
- AND Digital - one of the Europe's fastest growing tech companies announced its expansion into new offices in Halifax at the Leeds Beckett University Business Centre in the heart of the Cultural quarter.
 - Northcoders - Supported by the #Welcome Digital Inward Investment Fund, have been able to create presence in Leeds to support the expansion of their successful coding bootcamp model from Manchester.

- MLL Telecom - A specialist telecommunications company in Leeds which designs, delivers and manages secure voice and data network solutions, creating ten jobs.
 - Leach Colour Ltd - Expansion of their Huddersfield site and new investment in machinery, creating seven new jobs.
 - Retention of a US owned automotive business based in Halifax following successful award of a significant contract, safeguarding 150 jobs and creating 20 new jobs.
 - The relocation and expansion of a textiles business to a new UK HQ in Craven creating two new jobs.
 - German manufacturer of nonwoven abrasives invested in new product lines creating five new jobs in Halifax.
 - Chiorino - Relocation to new UK HQ, creating five new jobs in Wakefield.
- 2.35 The pipeline of new enquiries continues to be healthy, with 12 new enquiries received in March and April 2019.
- 2.36 The Trade and Investment team has represented the region on a key piece of work being led by The Growth Company on behalf of the NP11 Chairs to identify and reinforce the key economic priorities of the Northern Powerhouse. This involves a re-refresh of the economic growth ambitions / scenarios outlined within the original Independent Economic Review of the North and will inform the NP11 Chairs' dialogue with UK Government surrounding future trade and investment resource and activity.
- 2.37 To assist with the delivery of the 2019-20 Forward Plan a number of key pieces of work are currently being undertaken by the team including:
- MIPIM Evaluation Report
 - EZ Phase 2 – Investor targeting
 - A Creative Co-Working Space compendium
 - #Welcome – Investor targeting
 - Creative Industries - Export Opportunity Report
- 2.38 The Digital Inward Investment Fund is being expanded to provide small grants To indigenous digital and creative businesses as a change to the existing Programme. This change was recently endorsed by the Combined Authority's Investment Committee and will be implemented later in 2019.
- 2.39 The team continues to support with the delivery of Channel 4 related initiatives particularly in relation to the nurture and support of the local TV and production community.

- 2.40 During April and May 2019 the team has been overseeing the development of a concerted marketing campaign to raise the awareness of the LEP's existing Business Support schemes amongst the TV and production sector. The team is working with Channel 4 to showcase these schemes at an upcoming Channel 4 event in Leeds on 29 May.
- 2.41 Following a recent recruitment process, Charlotte Michael has been appointed to the role of Creative Industries - Opportunity Programme Manager. Charlotte will play a critical role in designing and managing a range of initiatives to develop the TV and Screen industries ecosystem in Leeds City Region.

Trade Context

- 2.42 In the year to December 2018, the value of UK trade in goods exports increased by 2.6% compared with the same period last year. There was an increase in annual export value for all English regions except the North West, the West Midlands and the East. Yorkshire and the Humber has continued to grow and saw an increase of 7.8% over the same period. For the 12 month period ending December 2018, Yorkshire and Humber accounted for 5.4% of UK exports. Between 2016 and 2018 the value of exports from all nine English regions saw an increase.
- 2.43 The number of UK exporting businesses increased by 0.9 % between quarter four 2017 and quarter four 2018, from 109,700 to 110,800. The number of businesses in Yorkshire and Humber grew by 0.3% over the same period.
- 2.44 The British Chambers of Commerce Quarterly Economic Survey for Q1 2019 shows the balance of manufacturing firms reporting improved export sales fell from +20% to +14% in this quarter, compared with Q4 2018. The balance of service sector firms reporting improved export sales fell to +0%, down from +14% in Q4 2018
- 2.45 Leeds City Region trade delivery partners are reporting significantly higher participation than usual in terms of the number of businesses engaging with and attending export related events. Predominantly, events and initiatives involving opportunities in non-EU markets are significantly better attended than they have been in recent years.
- 2.46 MHCLG recently approved the extension to Export for Growth – subject to local ESIF Sub-Committee approvals. This would mean that delivery of activity, particularly grant funding, can now continue through to December 2019 ensuring a seamless approach to trade support in the region during such a critical period. The support available via the project continues to be promoted via the LEP Growth Service, particularly to the circa 1,000 SMEs being supported by the Growth Managers.

International, Business Development and Trade Activity

- 2.47 As part of the follow up activity from the Leeds City Region visit to China and

Hong Kong last September, a delegation from Hangzhou visited Leeds in April 2019 to attend the Leeds Digital Festival. The delegation was led by Zhan Guoping - Deputy Secretary General, Hangzhou Municipal Government, alongside government officials and businesses. This was an opportunity to celebrate the Leeds-Hangzhou sister city relationship and showcase our digital and creative sector to one of the leading Tech cities in China

- 2.48 The Trade Team is now actively engaged with the organisers of Business of Design Week to develop opportunities for local organisations to participate in the showcase and speaker opportunities at BODW. We are also working with the Northern Powerhouse and the Department for International Trade (DIT) on forming a UK delegation to BODW in December 2019. This is anticipated to have a significant representation from the City Region, and recruiting relevant businesses to participate will be a priority in the coming months. Introductions to suitable interested businesses would be appreciated.
- 2.49 Kada Research has been commissioned to undertake a review of international trade activity and potential opportunities in the creative sectors in Leeds City Region. The outcome of the review will be reported to the next BIG Panel meeting in September 2019.

Planned Events

- 2.50 London Tech Week 10-14 June - Leeds City Region will hold an event on Wednesday 12 June in partnership with sponsors Accenture during London Tech week promoting the regions data and tech capabilities to potential investors. A panel session including Wired Score, AND Digital and Channel 4 will be followed by a networking reception at the heart of London's tech start up scene in Shoreditch.
- 2.51 Preparations are underway for the Leeds City Region attendance at SMART Cities Expo, Barcelona in November. This provides Local Authority partners with an opportunity to showcase their SMART Cities credentials to a global audience and will also be supported by a number of private sector delegates and sponsors from the region.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 To provide the Leeds City Region Enterprise Partnership (LEP) Board with a report on the work of the Business, Innovation and Growth (BIG) Panel.

8. Background Documents

8.1 None.

9. Appendices

9.1 None.

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

Date: 6 June 2019

Subject: **Employment and Skills Panel**

Director(s): Henry Rigg, Interim Executive Head of Economic Services,
Alan Reiss, Director of Policy, Strategy & Communications

Author(s): Michelle Burton, Head of Employment and Skills

1. Purpose of this report

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

2. Information

Chair's update

- 2.1 The Chair informed the Panel that a bid had been submitted to an European Social Fund (ESF) call for proposals; **Skills for Growth**. The proposed bid is for £1,465,022 from ESF (to include an equal amount of match funding), with activity to complete by 31 Dec 2023.
- 2.2 Following consultation with LA officers, colleges and universities, the bid proposes a city regional approach, with local delivery, aligned with the Employment Hub and other programmes. A team of up to 10 Business Partnership Advisers will support businesses to navigate the complex education landscape and to support businesses to identify and develop projects (whether in schools, FE or HE) that will maximize positive impact on businesses, learners and communities. Advice will reflect the different offer available in different local authority areas and businesses may be supported to engage with schools, Further and Higher Education via work experience, apprenticeships, the new "T" levels, internships, undergrad/grad placements, and other initiatives.
- 2.3 A skills show will be procured, focusing on showcasing skills shortage and growth sectors, ensuring good coverage across Leeds City Region, with a value of £500,000 ESF and at least £500,000 match which the successful tenderer will be responsible for securing through sponsorship.
- 2.4 The Chair gave an update on the **Future-Ready Skills Commission** which held its third meeting on 15 May, focusing on careers information and inspiration.

Local Industrial Strategy Development

- 2.5 The Panel was updated on progress to develop a **Local Industrial Strategy** (LIS) for the proposed new LEP geography, which encompasses the areas of West and North Yorkshire. The Panel's views were sought on the strengths and opportunities in the new geography.

Further and Higher Education offer to Businesses

- 2.6 Nav Chohan (Chair of the Leeds City Region Skills Network and Principal of Shipley College) and Prof Margaret House (Vice Chair of LCR Skills Network and Vice Chancellor of Leeds Trinity University) gave a presentation to the Employment and Skills Panel about how **Universities and Colleges** are responding to the current and future skills needs of businesses, and how they can work together with the Panel to address major challenges and opportunities.

Careers policy statement

- 2.7 A draft policy statement on **careers** was shared with the Panel for comment and approval.

Enterprise in Education

- 2.8 The **Enterprise Adviser Network** and the Combined Authority's Enterprise Coordinators are currently engaged with 177 (89%) secondary schools and colleges. The network has delivered over 165,000 employer encounters, with over a third of the encounters with pupil premium learners. This includes 14,036 pupil premium pupils who have had at least two employer encounters, against the annual target of 12,000.
- 2.9 The **#futuregoals** careers campaign and activities aim to raise awareness of careers opportunities in skills shortage and high growth sectors. Young people are the primary target audience for the marketing campaign, with parents/carers and teachers as the secondary audience, using the relevant social media channels for age profiles. The campaign continues to out-perform its reach targets. During March and April 2019 the campaign has reached 10,700 young people, parents/carers and educators through a targeted marketing campaign, 90 teachers through employer-led CPD sessions and the website has had over 30,000 unique users.
- 2.10 A **Raising Aspirations Pilot** was launched on 4 April to all secondary schools and colleges in or able to join the Leeds City Region Enterprise Adviser Network. The pilot aims to support an increase in activity to raise aspirations amongst disadvantaged pupils by strengthening engagement with employers, widening pupils' experiences of jobs beyond their home communities and engagement with young role models working in priority sectors, including apprentices. Colleges, secondary schools or consortia of secondary schools will be able to apply for grants ranging from £7,000 to £50,000. Applications

should be submitted to enterpriseadvisers@the-lep.com by 21 June 2019 for delivery in the academic year 2019/20.

- 2.11 A **Kirklees Careers Hub** has been established in response to low levels of employment, high NEET figures (young people not in education, employment or training), and a high proportion of hard to fill vacancies. The Careers Hub is making progress in supporting schools to achieve the Gatsby benchmarks of good careers information, advice and guidance. The average number of benchmarks achieved by the 34 secondary schools and Kirklees College in the Hub is 3.6, against a national average of 2.3. This includes four secondary schools fully achieving all Gatsby benchmarks, among only 31 nationally.
- 2.12 The Combined Authority has been successful in its application to the Careers and Enterprise Company for a pan-regional **Leeds City Region SEND Careers Hub** to support young people with special educational needs and disabilities to develop a better understanding of careers opportunities and routes into employment and to have meaningful interactions with employers. The Hub will commence delivery in September 2019.

Leeds City Region Employment Hub

- 2.13 The Combined Authority has now signed a Funding Agreement with the Department for Work and Pensions to deliver a £9m **Leeds City Region Employment Hub programme**, including £4.5m European Social Funding. The programme will be operational until 31 December 2021. Delivered through Local Authority partners, C&K Careers and Leeds Beckett University, the Employment Hub will offer:
- Enhanced centralised careers, information, advice and guidance.
 - Intensive support of young people in preparation for employment (including apprenticeships), further learning or self-employment.
 - Establishment of local Hubs in six Local Authority areas (Bradford, Calderdale, Kirklees, Leeds, Wakefield and York (incorporating Craven, Harrogate and Selby) who will provide a business engagement and talent matching service, particularly in relation to creation of new apprenticeship opportunities (building on the success and learning of the original City Deal wave 1 Apprenticeship Hub programme).
- 2.14 The project will support 15 to 24 year olds and businesses of any size with a particular focus on engaging with businesses who have never had apprentices before, which will be enhanced by opportunities to access to the Apprenticeship Grant for Employers (AGE).

Apprenticeship Grant for Employers

- 2.15 The revised **Apprenticeship Grant for Employers (AGE)** relaunched on 13 February 2019 with new criteria which extend the grant to businesses with up to 249 employees across all sectors. The maximum grant amount has been increased to £2,500 from £2,000.

- 2.16 Despite these changes, take-up of the grant remains low and the offer will therefore remain under review. Contributory factors may include national changes to the employer co-investment (business contribution towards an apprenticeship training) reducing from 10% to 5% from 1 April 2019 and the main intake/employment period for apprenticeships being during the summer term.

Skills Capital

- 2.17 An update on the **Skills Capital** programme was included in the papers for the March panel meeting. Since then:
- Leeds College of Building – Hunslet Road Phase II – construction has completed and snagging is being undertaken. The building is fully open and operational to students. Refurbishment works on the North Street Campus have been completed.
 - Leeds City College – Quarry Hill Project – construction is ongoing with the facility on schedule to open to students in September 2019. Works will commence in the summer to complete a partial refurbishment works to the Park Lane Campus as part of the overall project.
 - Kirklees College - Dewsbury Learning Quarter Project – Springfield Centre was successfully opened to students in September 2018. Pioneer House is on schedule to open September 2020.

Social Prescribing Pilot

- 2.18 An evaluation of the **Work Wellness Service** project in York and Calderdale is now underway. The York Work Wellness Service project has now completed.
- 2.19 The Halifax Work Wellness project has been established at Beechwood Medical Centre in a deprived area of Halifax, with delivery commencing in January 2019. In January and February, the Work Wellness Advisor supported 148 clients, including 85 in-work and 72 in receipt of benefits. These clients presented with a wide-range of complex needs affecting their ability to access and remain in work, with issues including: homelessness, housing, domestic abuse, bereavement, education issues, mental health, financial support, employment advice, emotional support, fitness and wellbeing, carers' support and alcohol addiction.

Sector Skills

- 2.20 Officers of the LEP/Combined Authority are working with Local Authority colleagues, the West Yorkshire Consortium of Colleges, Screen Yorkshire and businesses to develop an offer to the **independent TV production sector** to address acute shortages of editors and producers, particularly in the context of the relocation of Channel 4's national headquarters to Leeds.

- 2.21 The **Discover Digital** campaign engages adults across the region, from graduates to career-changers, looking to retrain or upskill into a digital role and to improve their digital skills. The campaign continues to provide a dedicated website to inspire career choices for individuals, where they can engage with businesses and training opportunities. The discoverdigital.org.uk website has had almost 5,000 new visitors since its launch nine months ago.
- 2.22 The **[re]boot** programme, part-funded through European Social Fund, will target underemployed graduates, career changers, and returners to the labour market, giving them the chance to upskill and re-train to access careers in key growth and skills shortage sectors – Digital, Engineering and Construction. A contract with DWP as the Managing Authority for ESF has now been signed by the West Yorkshire Combined Authority. Leeds Trinity University is a partner in the programme, and will commence training – including in production skills for the independent production sector – in May 2019. Another delivery partner is being procured.

Delivery Agreements

- 2.23 As reported at the last LEP Board meeting, formal reviews have been undertaken with the seven further education (FE) colleges in West Yorkshire against their **Delivery Agreement** commitments. The report recording the outcomes and findings from reviews will be published once the politically restricted period (“Purdah”) has ended.
- 2.24 Cllr Susan Hinchcliffe has invited Principals and representatives from the seven FE institutions to a roundtable discussion in June, following publication of the report, to consider next steps, future actions and collaborative working.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

- 5.1 There are no implications associated with this paper.

6. External Consultees

- 6.1 No external consultations have been undertaken.

7. Recommendations

- 7.1 That the report of the work of the Employment and Skills Panel be noted.

8. Background Documents

None.

9. Appendices

None.

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

Date: 6 June 2019

Subject: **Green Economy Panel Update**

Director(s): Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Jacqui Warren

1. Purpose of this report

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

2 Information

Energy Strategy and Delivery Plan (ESDP)

- 2.1 Leeds City Region Energy Strategy and Delivery Plan (ESDP) was adopted by the Combined Authority on 13 December 2018.

- 2.2 The ESDP also explored setting a science-based carbon reduction target for the City Region in line with the Paris Climate Change Agreement of limiting global temperature rise to less than 2 degrees centigrade.

Setting a carbon reduction target

- 2.3 Stakeholders expressed an interest during the consultation on the ESDP to explore in detail the setting of a carbon reduction target for the City Region. Further work is planned to achieve this.

- 2.4 The aims of this work is to:

- Identify a carbon reduction target and date for carbon neutrality¹ for the City Region.
- Breakdown the carbon reduction target into five yearly carbon targets for the City Region.
- Identify, taking into account the actions set out in the ESDP, potential carbon reduction pathways to achieving the carbon reduction target.

¹ For the purposes of this piece of work carbon neutrality is defined as the point at which less than 5 percent of the total carbon budget for the City Region remains as residual emissions.

- 2.5 The Tyndall Centre will identify an overall and five yearly carbon targets for the City Region. The Tyndall Centre work is being funded through the University of Manchester at no cost to the Combined Authority.
- 2.6 In addition, the Combined Authority will commission a further piece of work to identify different potential ways in which the region could achieve the target identified by the Tyndall Centre.

Communicating the target

- 2.7 As part of the consultation process undertaken on the ESDP, leaders and LEP Board members expressed an interest in raising the city region's profile on the ESDP and our zero carbon ambitions.
- 2.8 In order to both raise the profile of the work, and to engage experts in the development of practical plans to deliver on our ambitions, we have been working towards holding *Towards a Zero Carbon City Region* workshops (four in total) and an event on 10 July 2019 (this was outlined in [Item 7](#) of the Green Economy Panel's meeting held on 9 April 2019).

Plans have recently been amended to now include:

- Four targeted workshops involving key stakeholders
 - A multi-channel communications campaign
 - A media call on 10 July 2019
 - A celebration event / conference in 2020, showcasing progress to date delivering the city region's ESDP
- 2.9 The workshops will focus around the themes of power, buildings, industry and surface transport, and the transformational carbon dioxide emission reduction activities that could be implemented within the different themes. Workshops are being held at end of June and early July.
- 2.10 The multi-channel communications campaign will set out the strategic vision for a zero carbon economy in Leeds City Region.
- 2.11 There will be a media call to launch our communications campaign which will be highly visual featuring partners including council leaders and LEP Board members and others such as young people and civic society.
- 2.12 A targeted group of journalists will be identified to ensure our campaign is effective. We will develop a clear narrative on how the Leeds City Region will meet its carbon dioxide emission reduction targets that are aligned with the Paris Agreement.
- 2.13 Our media activity will focus on the themes of the workshops, research and the positive impact the outcomes of the ESDP will have on the people who live here. It will be supported by a social media campaign.
- 2.14 An event / conference will also be held in 2020 and will be a culmination of the activity planned for 2019/20. It will be an opportunity to build on the ESDP's achievements so far and promote our aspirations post 2020.

Energy Accelerator

- 2.15 The Energy Accelerator (Accelerator) is a key initiative under priority three of the Strategic Economic Plan (SEP) which aims to create a zero carbon energy economy by 2036. It is a new innovative programme. The Energy Accelerator is a team of expert advisors that are supporting the development of low carbon projects. The Accelerator offers free support to the commercial and public sector in the following areas:
- Energy efficiency and renewable energy (new and retrofitted)
 - District heat networks
 - Street lighting
- 2.16 A full update on the programme was given at the last Panel meeting. The pipeline of potential projects in need of support through the Accelerator continues to be developed and six projects have been approved through the initial application stages. The value of the investments resulting from the projects accepted to the Energy Accelerator programme so far is estimated at £49m.

Better Homes Yorkshire

- 2.17 This is a City Region wide programme delivering energy efficiency and heating improvements across the City Region's homes. The projects within the programme are progressing well and to date almost 1,390 homes have had 1,469 measures installed during 2018/19, against the target of 1,320. This brings the total number of homes improved through the programme to 4,500.
- 2.18 The number of homes expected to be improved through the programme during 2019/20 has now been agreed by the programme board as 1,200. These works will be funded through a combination of Energy Company Obligation (ECO) and partner Council funds.
- 2.19 Projects within the Growth Deal funded Tackling Fuel Poverty programme in Kirklees and the four North Yorkshire councils have completed successfully. These projects have focused on standard and hard to treat measures in over 670 homes (included in the overall Better Homes KPI figures above). Kirklees have trained and expanded their internal delivery team and are continuing to roll out the measure across further areas with similar Council housing stock.

Resource Efficiency Fund

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

Table 1: Progress as at 30 April 2019			
	Last Update (28/02/2019)	Current	Revised Programme Target ² (31/10/19)
Total Business Contacts	580	617	501
Assessments Commissioned	278	326	321
Businesses Supported	177	227	303
Businesses receiving non-financial support	154	197	200
Businesses receiving information, diagnostic and brokerage support	72	84	75
Grants Completed	95	116	133

2.22 Overall, businesses supported remain at 92 percent of target and are expected to be broadly on target this quarter.

REF2

2.23 On 28 November 2018 the Combined Authority submitted a European Regional Development Fund (ERDF) Outline application to continue delivery of the REF post November 2019, across the Leeds City Region. The application was made under Priority Axis 4b: Supporting Energy Efficiency and Renewable Energy Use in Enterprise, and includes enhancements to the existing programme and new Circular Economy (CE) support for SMEs. CE is a new approach that challenges inefficient production, returning materials back to the economy. On 13 February 2019 the Combined Authority was invited to submit a Full application for funding.

2.24 In addition, the Combined Authority, on behalf of the York, North Yorkshire and East Riding (YNYER) LEP, submitted a complementary Outline application to the YNYER LEP area's ERDF PA 4b call to deliver the REF into four new areas of North Yorkshire - Richmondshire, Ryedale, Hambleton and Scarborough. If successful, the Combined Authority will act as the accountable body and delivery partner for this extended REF programme in North Yorkshire. This application was also successful and the Combined Authority was invited to submit a Full application. One Full application, covering both

² The revised targets are the result of an ERDF Project Change Request in early 2018. A range of issues meant this was required including utilising a small budget underspend from 2017, re-purposing the budget to increase capital grants and, based on current performance at the time, increased targets for non-financial support.

projects is now being developed. The deadline for submission is 12 June 2019.

District Heat Network (DHN) Programme

- 2.25 The Programme continues to support the development of a number of active heat network projects in the City Region.
- 2.26 Three projects have been successful in gaining initial approval through the Energy Accelerator. The projects are Barnsley, Bradford and Southbank, Leeds.
- 2.27 Five projects have secured Heat Network Delivery Unit (HNDU) funding. The projects are Bradford, Barnsley, Huddersfield, Southbank, Leeds and a new project in Barnsley relating to social housing and mine water heat. In the case of Barnsley, Bradford and Southbank, Leeds, the Energy Accelerator will act as match funding to the HNDU funds.
- 2.28 The Leeds PIPES construction programme is now over 82 percent complete. All the underground pipework is now installed and over-ground pipework is nearing completion. The heat sales agreement with key commercial partners are progressing well.

Green and Blue Infrastructure (GBI) Strategy and Delivery Plan

- 2.29 The Leeds City Region Green and Blue Infrastructure Strategy and Delivery Plan was adopted by the Combined Authority on 13 December 2018. At the November 2018 meeting of the Yorkshire West Local Nature Partnership (LNP) partners agreed to a proposal for a resource to assist in the delivery of the GBI Delivery Plan. A draft role profile has been created and conversations are ongoing with partners to secure the funding for the resource.
- 2.30 Furthermore work has begun on the development of detailed work plans for each of the 12 actions identified in the Delivery Plan. Information on these work plans will be presented to a future meeting of the Green Economy Panel.

3. Financial Implications

- 3.1 A budget is in place to deliver the Resource Efficiency Fund programme up to November 2019. See paragraphs 2.23 and 2.24 for plans to secure future funding for this programme.
- 3.2 A proposal to create a dedicated resource to deliver the Green and Blue Infrastructure Delivery Plan is in development. This will be a shared resource across a number of regional partners. Potential partners are currently being asked to consider funding this role, including the Combined Authority.
- 3.3 For other projects mentioned in this report, there are no direct financial implications from this update, with either budget or funding in place to deliver the initiatives and work described.

4. Legal Implications

4.1 There are no implications associated with this paper.

5. Staffing Implications

5.1 There are no implications associated with this paper.

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 That the Panel note the progress against the major projects and programmes.

8. Background Documents

8.1 None.

9. Appendices

None.

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

Date: 6 June 2019

Subject: **Capital Programme (Investment Committee)**

Director: Melanie Corcoran

Author(s): Lynn Cooper

1. Purpose of this report

- 1.1 To update the LEP Board on the year end performance of the West Yorkshire Combined Authority's capital programme and to provide an update on the progress of the Growth Deal including the Transport Fund.

2 Information

Capital Programme

- 2.1 Table 1 below summarises total expenditure on the capital programme in 2018/19 against the revised outturn forecast.

Table 1

Capital Programme	2018/19 Outturn Forecast	Actual Expenditure 2018/19	%
Growth Deal (including West Yorkshire Transport Fund)	£102,080,000	£91,799,121	89.9%
Leeds Public Transport Investment Programme	£10,115,000	£10,412,417	102.9%
Local Transport Plan Integrated Transport Block and National Productivity Investment Fund	£8,081,000	£11,898,395	147.2%
Highways Maintenance Block and Highways Incentive Fund	£28,442,000	£28,442,000	100.0%
Pothole Action Fund / Highways Flood Resilience	£9,267,000	£4,406,000	47.5%
Cycle City Ambition Grant	£8,500,000	£12,508,418	147.2%
West Yorkshire Cycling and Walking Fund	£1,304,000	£1,290,385	99.0%
Cycle Safety Grant	£470,000	£0	0.0%
CCAG Top Up	£210,000	£0	0.0%
Clean Bus Technology Fund	£1,368,000	£0	0.0%
Ultra Low Emissions Vehicles	£978,000	£14,978	1.5%
West Yorkshire Broadband - contracts 2 & 3	£5,769,000	£5,728,400	99.3%
Growing Places Fund	£1,350,000	£1,526,346	113.1%
Warm Homes	£1,369,000	£1,192,329	87.1%
Corporate Projects	£1,905,000	£419,473	22.0%
Other Miscellaneous Capital Spend	£0	£551,094	n/a
Total	£181,208,000	£170,189,355	93.9%

2.2 The Combined Authority has a total capital spend of £170.19 million in 2018/19 representing 93.9% of the revised forecast outturn. This compares well with 2017/18 where spend against revised forecast outturn was 86.0%. This shows a positive improvement in delivery across all programmes which, as previously reported, has been acknowledged by Government on Growth Deal which has been rated as 'Good' on delivery

Growth Deal Programme

Expenditure

- 2.3 The Growth Deal programme spend is reported to Government under two categories:
- **Expenditure** – This is the total Local Growth Fund (LGF) monies spent by project sponsors on their projects. In 2018/19 the expenditure on the programme totals £94.89 million.
 - **Outturn** - The total LGF funds transferred to project sponsors by the Combined Authority (this specifically includes pre-payments to project sponsors where projects are in contract and / or eligible expenditure falls across two financial years). In 2018/19 outturn totals £91.80 million (as shown in Table 1 above).

2.4 The Government evaluate performance of spend on the programme using Expenditure. In 2018/19 the expenditure on the programme (in accordance with the above category) is £94.89 million, 92.9% of target. The Growth Deal dashboard which details each project within the programme is attached at **Appendix 1**.

Performance

2.5 The Growth Deal programme is on track to deliver against forecast outputs. Table 2 below details the target outputs for the Growth Deal programme and summarises the forecast outputs collated from individual projects

Table 2

Output	Target (includes Growth Deals 1, 2 and 3)	Achieved to end 2018/19	2019/20	2020/21	2021-25	Total
New jobs	19,595	7,618	1,905	3,672	6,725	19,920
Jobs safeguarded (flood resilience programme)	11,100	22,000	2,732	1,116	2,769	28,617
Houses	2,300	346	213	1,168	2,124	3,851
Public / private investment (match funding)	£1,031,000,000	£484,693,732	£239,013,998	£115,345,680	£118,742,927	£957,796,337

2.6 Based on current project forecasts, the new jobs output target is expected to be achieved by the monitoring deadline of 2024/25. The jobs safeguarded target relates only to the flood resilience programme. This target has already been achieved in full by the Leeds Flood Resilience project. Whilst public/private investment (match funding) is not currently forecast to achieve the target there is confidence that once further project forecasts are added to the above table this target will be achieved in full.

- 2.7 The target for new houses is 2,300 the achievement of this is more challenging within the timescale. Whilst housing sites are being enabled using the Growth Deal monies (Priority 4a Housing and Regeneration) these sites still need to be developed with new housing and this is subject to market conditions and private sector delivery. Housing forecasts are expected to be achieved by the Housing and Regeneration projects and **Appendix 2** sets out the forecasts against each site. A number of Transport Fund projects will also enable housing development and these targets will be included once they are agreed on each project.

Cities and Local Growth Unit Data Submission

- 2.8 As previously notified each quarter a return is made to CLoG through its data capture system which collates Growth Deal programme information. CLoG has requested that this dashboard should be endorsed by the LEP Board each quarter. The dashboard for quarter 4 2018/19 was submitted in accordance with the deadline on 24 May 2019. As the LEP Board did not meet before this the submission deadline it was signed off by the Combined Authority Section 73 Officer. The dashboard is now attached as **Appendix 3** for consideration and endorsement of the LEP Board.

Project Delivery 2019/20

- 2.9 The attached **Appendix 4** provides a breakdown of all projects within the programme identifying those completed by the end of 2018/19 and those due to start in 2019/20. To date 22 projects have been completed 14 (64%) of these are economic development projects, the remaining eight (36%) are Transport Fund projects.
- 2.10 It is currently expected that 24 Growth Deal projects will commence delivery in 2019/20, these have a combined project value of £258 million. As the Growth Deal programme moves forward spend shifts from being mostly on economic development projects over to Transport Fund projects. 16 of the 24 projects due to commence in 2019/20 are Transport Fund projects, these have a total value in excess of £210 million (81% of the total £258 million of projects due to commence in 2019/20).
- 2.11 Activity on the Enterprise Zones is also beginning to increase with a further two sites expecting to start on site in 2019/20, delivering an additional 575,500sqft of commercial floor space to that already completed. These two projects have a total value of £9.87 million (also included in the £258 million total).

West Yorkshire plus Transport Fund

- 2.12 The West Yorkshire plus Transport Fund is the largest element of the Growth Deal receiving £280.90 million of the £516.35 million allocated to the LEP over the six years of the programme. Significant progress has been made in 2018/19 across the Transport Fund in accelerating projects and moving

projects towards decision point 5 (full business case approval plus final costs), the point at which the scheme is ready to commence on site.

2.13 Work on site is currently underway or was completed in 2018/19 on the following schemes:

- A629 (Phase 1A) - Jubilee Road to Free School Lane (complete)
- East Leeds Orbital Route – Outer Ring Road Junctions (complete)
- Rail Parking Package - Mirfield A (complete)
- Wakefield City Centre Package (Phase 1) – Kirkgate (complete)
- York Northern Outer Ring Road - Phase 1 (Wetherby Road) (complete)

2.14 A further circa £200 million of schemes have reached, or are expected to reach, decision point 5 in 2019/20. This will enable the start on site of:

- A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road
- A650 Hard Ings Road (Phase 1) - Hard Ings Road Only
- Corridor Improvement Programme - Leeds - Dawsons Corner
- Corridor Improvement Programme - Leeds - Fink Hill
- Corridor Improvement Programme - Leeds - Dyneley Arms
- Glasshoughton Southern Link Road
- Harrogate Road - New Line
- Leeds ELOR and North Leeds Outer Ring Road (main contract)
- Leeds Station Gateway - New Station Street
- Rail Parking Package – at Garforth, Moorthorpe, Mytholmroyd, Outwood, and Steeton and Silsden
- West Yorkshire Integrated UTMC
- York Central Access Road and Station Access Improvements
- York Northern Outer Ring Road - Phase 2 (Monks Cross)

2.15 The Your Voice consultation pages on the Combined Authority website have provided a central location for public consultations on Transport Fund projects, essential for developing proposals for the following projects to date:

- [Connecting Leeds Bradford Airport](#)
- [Major Transport Improvements A629 Halifax - Huddersfield](#)
- [West Bradford Junction Improvement Scheme](#)
- [Bradford Shipley Route Improvement Scheme](#)
- [Leeds New Station Street Improvement Works](#)
- [A62/A644 \(Wakefield Road\) Link Road](#)
- [A62 Leeds Road - Huddersfield Town Centre to Old Fieldhouse Lane](#)
- [Calderdale Corridor Improvement Programme](#)
- [Major Road Improvements A629 Calder and Hebble Junction](#)
- [Thorpe Park Rail Station](#)
- [Elland Rail Station](#)
- [Major Road Improvements A629 Huddersfield to Ainley Top](#)
- [Castleford Rail Station](#)
- [Holmfirth Town Centre Access Plan](#)

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 It is recommended that the LEP Board:

- Notes the year end performance of the Combined Authority Capital Programme and the progress in implementing the Growth Deal including the Transport Fund.
- Considers and endorses the CLoG monitoring dashboard for sign off by the LEP Chair.

8. Background Documents

8.1 None.

9. Appendices

Appendix 1 – Growth Deal Dashboard Year End 2018/19

Appendix 2 – Housing Outputs

Appendix 3 – Growth Deal CLoG Monitoring Dashboard Year End 2018/19

Appendix 4 – Growth Deal Summary of Projects Complete and Commencing

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Growth Deal financial dashboard

2018/19	£102,021,595	Actual	£91,799,121
Target			

Figures accurate up to: as at April 2019

SEP Priority	Project Name	Indicative Funding	Full Funding Approval	Overall RAG	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Agreed Annual Forecast 2018/19	Actual Spend 2018/19	In Year RAG	2019/20 Forecast	2020/21 Forecast	Total to 2020/21
N/A	Growth Deal Programme Delivery Costs	£0	£0	NA	£429,486	£635,110	£2,080,329	£2,000,000	£2,298,322	Green	£2,000,000	£2,000,000	£9,443,247
N/A Total *		£0	£0		£429,486	£635,110	£2,080,329	£2,000,000	£2,298,322		£2,000,000	£2,000,000	£9,443,247
Priority 1 - Growing Business	Access to Capital Grants Programme	£15,700,000	£15,700,000	Green	£0	£1,513,095	£4,964,840	£3,036,191	£4,308,468	Green	£2,341,322	£2,572,276	£15,700,000
	Business Expansion Fund - Digital Inward Investment Fund	£2,500,000	£2,500,000	Amber	£0	£0	£16,831	£159,532	£38,399	Amber	£457,886	£1,986,884	£2,500,000
	Business Expansion Fund - Strategic Inward Investment Fund	£10,950,000	£10,950,000	Amber	£0	£0	£758,457	£944,876	£800,236	Amber	£800,000	£8,591,307	£10,950,000
	Business Growth Programme	£34,000,000	£34,000,000	Green	£6,660,742	£8,327,992	£3,913,816	£2,537,861	£2,117,074	Green	£4,910,993	£8,069,383	£34,000,000
	Huddersfield Incubation and Innovation Programme	£2,922,000	£2,922,000	Green	£0	£0	£2,922,000	£0	£0	Green	£0	£0	£2,922,000
	Institute for High Speed Rail and System Integration	£13,047,000	£0	N/A	£0	£0	£0	£0	£0	N/A	£4,300,000	£8,700,000	£13,000,000
	Leeds University Innovation Centre	£3,000,000	£3,000,000	Green/Amber	£0	£2,416,585	£583,415	£0	£0	Green/Amber	£0	£0	£3,000,000
Priority 1 - Over-programming	£0	£0	N/A	£0	£0	£0	£0	£0	N/A		£-20,000,000	£-20,000,000	
Priority 1 - Growing Business Total *		£82,119,000	£69,072,000		£6,660,742	£12,257,672	£13,159,358	£6,678,460	£7,264,176		£12,810,201	£9,919,851	£62,072,000
Priority 2 - Skilled People and Better Jobs	Bradford College	£250,000	£250,000	Green	£0	£250,000	£0	£0	£0	Complete	£0	£0	£250,000
	Calderdale College	£4,977,000	£4,977,000	Green	£2,000,000	£2,977,000	£0	£0	£0	Complete	£0	£0	£4,977,000
	Kirklees College - Dewsbury Learning Quarter	£11,121,218	£15,121,218	Amber	£0	£3,367,457	£6,429,128	£0	£0	Amber	£657,524	£667,110	£11,121,218
	Kirklees College - Process Manufacturing Centre	£3,100,996	£3,100,996	Green	£3,000,996	£100,001	£0	£0	£0	Complete	£0	£0	£3,100,997
	Leeds City College - Printworks	£8,998,358	£8,998,358	Green	£933,800	£7,794,608	£269,950	£0	£0	Complete	£0	£0	£8,998,358
	Leeds City College - Quarry Hill	£39,900,000	£39,900,000	Amber/Red	£0	£10,045,152	£15,585,878	£7,768,970	£14,211,895	Amber/Red	£57,075	£0	£39,900,000
	Leeds College of Building	£13,350,000	£13,350,000	Green/Amber	£0	£1,263,639	£2,786,030	£7,850,331	£9,301,092	Green	£0	£0	£13,350,760
	Selby College	£693,748	£693,748	Green	£0	£693,748	£0	£0	£0	Complete	£0	£0	£693,748
	ShIPLEY College - Mill	£119,000	£119,000	Green	£119,000	£0	£0	£0	£0	Complete	£0	£0	£119,000
	ShIPLEY College - Salt Building	£300,000	£300,000	Green	£0	£300,000	£0	£0	£0	Complete	£0	£0	£300,000
	Wakefield College	£3,327,133	£3,327,133	Green	£0	£3,327,133	£0	£0	£0	N/A	£0	£0	£3,327,133
Lending											£-7,950,000	£-7,950,000	
Priority 2 - Skilled People and Better Jobs Total *		£86,137,453	£90,137,453		£6,053,796	£30,118,737	£25,070,985	£15,619,301	£23,512,986		£714,599	£-7,282,890	£78,188,214
Priority 3 - Clean Energy and Economic Resilience	Energy Accelerator	£820,000	£820,000	Amber/Red	£50,636	£115,355	£0	£261,603	£52,266	Amber/Red	£210,450	£391,292	£820,000
	Leeds District Heat Network	£4,000,000	£4,000,000	Green	£0	£0	£0	£0	£4,000,000	Green	£0	£0	£4,000,000
	Priority 3 - Over-programming	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Resource Efficiency Fund	£720,000	£720,000	Green	£0	£0	£293,355	£322,742	£318,563	Green	£108,082	£0	£720,000
	Tackling Fuel Poverty	£6,000,000	£6,000,000	Green	£0	£781,414	£2,857,882	£1,597,800	£2,028,928	Green	£331,775	£0	£6,000,000
Priority 3 - Clean Energy and Economic Resilience Total *		£11,540,000	£11,540,000		£50,636	£896,769	£3,151,237	£2,182,145	£6,399,757		£650,308	£391,292	£11,540,000
Priority 4a - Housing and Regeneration	Barnsley Town Centre	£1,757,000	£1,757,000	Green	£1,757,000	£0	£0	£0	£0	Green	£0	£0	£1,757,000
	Bradford - One City Park	£5,200,000	£5,200,000	Amber	£400,000	£0	£0	£0	£0	Green	£500,000	£4,300,000	£5,200,000
	Bradford Odeon	£357,500	£357,500	Green/Amber	£0	£0	£0	£325,000	£280,403	Green	£77,097	£0	£357,500
	City Centre Heritage Properties - Bradford	£7,400,000	£0	Amber	£0	£0	£0	£0	£0	Amber/Red	£300,000	£7,100,000	£7,400,000
	Dewsbury Riverside	£4,612,000	£0	Amber	£0	£0	£0	£720,000	£0	Amber	£1,900,000	£2,700,000	£4,600,000
	East Leeds Housing Growth - Brownfield Sites	£1,100,000	£1,100,000	Green/Amber	£0	£1,100,000	£0	£0	£0	N/A	£0	£0	£1,100,000
	East Leeds Housing Growth - Red Hall	£4,000,000	£4,000,000	Green	£2,000,000	£2,000,000	£0	£0	£0	N/A	£0	£0	£4,000,000
	Halifax - Beech Hill	£2,197,000	£1,400,000	Green/Amber	£0	£0	£0	£619,179	£1,180,871	Green	£219,129	£0	£1,400,000
	Halifax Living programme (Phase 1)	£764,000	£0	Amber/Red	£0	£0	£0	£0	£0	Green	£0	£0	£0
	Halifax Town Centre (Northgate House)	£3,000,000	£300,000	Amber	£300,000	£0	£0	£1,000,000	£1,058,159	Green/Amber	£1,641,841	£0	£3,000,000
	Kirklees Housing Sites	£1,000,000	£1,000,000	Green/Amber	£200,000	£205,000	£104,000	£191,000	£95,000	Green	£91,000	£0	£695,000
	Leeds - Bath Road	£575,000	£575,000	Amber	£575,000	£0	£0	£0	£0	Green	£0	£0	£575,000
	New Bolton Woods	£3,600,000	£3,600,000	Green	£0	£0	£3,000,000	£0	£600,000	Green	£0	£0	£3,600,000
	Wakefield City Centre - South East Gateway	£6,505,000	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Wakefield Civic Quarter	£1,100,000	£1,100,000	Green	£0	£0	£1,054,488	£5,000	£1,199	Green	£0	£0	£1,055,687
York Central	£2,550,000	£2,550,000	Green	£0	£1,421,500	£1,128,500	£0	£0	Green	£0	£0	£2,550,000	
York Guildhall	£2,347,500	£2,347,500	Amber/Red	£0	£791,500	£603,000	£250,000	£406,460	Green	£498,497	£0	£2,299,457	
Priority 4a - Balance of Funding	£0	£0	N/A	£0	£0	£0	£3,216,000	£0	N/A	£0	£1,068,601	£1,068,601	

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SEP Priority	Project Name	Indicative Funding	Full Funding Approval	Overall RAG	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Agreed Annual Forecast 2018/19	Actual Spend 2018/19	In Year RAG	2019/20 Forecast	2020/21 Forecast	Total to 2020/21
	Priority 4a - Over-programming	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	-£6,500,000	-£6,500,000
	Priority 4a - Housing and Regeneration Total *	£48,065,000	£25,287,000		£5,232,000	£5,518,000	£5,889,988	£6,326,179	£3,622,091		£5,227,564	£8,668,601	£34,158,245
Priority 4b - West Yorkshire + Transport Fund	A19 Bus Lane and Access to Designer Outlet Park and Ride Improvements	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	A6110 Leeds Outer Ring Road	£17,800,000	£286,000	Green/Amber	£0	£0	£4,271	£99,000	£25,924	Red	£270,000	£500,000	£800,195
	A62 - A644 (Wakefield Road) Link Road	£69,270,000	£750,000	Amber/Red	£110,000	£15,000	£31,735	£600,000	£201,569	Red	£400,000	£3,000,000	£4,133,304
	A62 - A644 (Wakefield Road) Link Road (Combined Authority)	£0	£0	Amber/Red	-£110,000	-£15,000	£500,000	£0	£44,454	Red	-£44,454	£0	£0
	A629 (Phase 1A) - Jubilee Road to Free School Lane Authority)	£8,639,999	£8,639,999	Green/Amber	£163,469	£1,442,043	£4,267,252	£1,492,010	£2,511,235	Green/Amber	£0	£0	£8,639,999
	A629 (Phase 1A) - Jubilee Road to Free School Lane Authority)	£0	£0	Green/Amber	£0	£0	£256,000	£0	£36	Green/Amber	-£36	£0	£0
	A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	£18,900,000	£5,670,394	Amber	£0	£213,909	£611,800	£1,643,233	£1,285,653	Amber/Red	£2,038,412	£4,340,225	£8,490,000
	A629 (Phase 2) - Eastern Gateway and Station Access Improvements (Combined Authority)	£40,930,000	£2,615,000	Amber/Red	£0	£334,553	£1,208,078	£1,541,388	£773,369	Amber/Red	£604,843	£10,000,000	£13,219,843
	A629 (Phase 2) - Eastern Gateway and Station Access Improvements (Combined Authority)	£0	£0	Amber/Red	£0	£0	£24,136	£0	£60,834	Amber/Red	£0	£0	£125,970
	A629 (Phase 2) - Halifax Bus Station	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	A629 (Phase 4) - Ainley Top	£30,000,000	£645,000	Green/Amber	£0	£51,736	£62,724	£388,839	£441,634	Amber/Red	£380,739	£500,000	£1,436,833
	A629 (Phase 4) - Ainley Top (Combined Authority)	£0	£0	Green/Amber	£0	£0	£0	£0	£0	Amber/Red	£0	£0	£0
	A629 (Phase 5) - Ainley Top into Huddersfield	£12,090,000	£4,418,000	Green	£52,000	£48,000	£248,157	£800,000	£820,011	Green	£1,800,000	£5,135,378	£8,103,546
	A629 (Phase 5) - Ainley Top into Huddersfield (Combined Authority)	£0	£0	Green	£0	£0	£2,605	£0	-£2,605	Green	£0	£0	£0
	A641 Bradford - Huddersfield Corridor	£52,400,000	£730,000	Amber	£0	£60,829	£68,572	£322,813	£140,989	Red	£643,525	£633,917	£1,547,831
	A65 - Leeds Bradford International Airport Link Road	£35,700,000	£1,785,000	Red	£8,688	£266,812	£365,849	£667,000	£539,827	Red	£460,000	£900,000	£2,751,176
	A650 Hard Ings Road (Phase 1) - Hard Ings Road Only Authority)	£9,334,000	£9,334,000	Green	£124,000	£304,308	£437,533	£1,937,343	£2,604,524	Green	£2,890,706	£657,666	£7,158,737
	A650 Hard Ings Road (Phase 1) - Hard Ings Road Only Authority)	£0	£0	Green	-£124,000	-£304,308	£568,308	£0	£0	Green	£0	£0	£0
	A650 Tong Street	£12,500,000	£185,000	Amber	£0	£40,620	£83,783	£388,365	£74,264	Amber	£30,400	£0	£279,067
	A650 Tong Street (Combined Authority)	£0	£0	Amber	£0	£0	£0	£0	-£63,667	Amber	£63,667	£0	£0
	Valley Park and Ride	£9,597,000	£9,597,000	Green/Amber	£236,672	£5,950,650	£1,980,169	£175,000	£157,717	Green	£17,283	£0	£8,652,491
	Valley Park and Ride (Combined Authority)	£0	£0	Green/Amber	-£40,492	£0	£644,065	£0	£5,311	Green	£0	£0	£339,884
	Access	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Motorway Junction Improvements	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Bradford Forster Square Station Gateway	£17,311,000	£3,671,314	Green/Amber	£0	£125,484	£98,022	£830,360	£136,964	Green/Amber	£216,000	£400,000	£976,470
	Bradford Forster Square Station Gateway (Combined Authority)	£0	£0	Green/Amber	£0	£0	£25,019	£0	£32,155	Green/Amber	-£29,797	£0	£27,377
	Bradford Interchange Station Gateway (Phase 1) Authority)	£5,650,000	£293,000	Green	£25,000	£20,838	£117,558	£124,360	£33,819	Green/Amber	£81,200	£160,000	£438,415
	Bradford Interchange Station Gateway (Phase 1) Authority)	£0	£0	Green	£0	£0	£13,836	£0	£0	Green/Amber	£0	£0	£13,836
	Bradford Interchange Station Gateway (Phase 2) Authority)	£512,000	£512,000	Green	£0	£0	£6,279	£360,210	£17,876	Green/Amber	£152,800	£0	£176,955
	Bradford Interchange Station Gateway (Phase 2) Authority)	£0	£0	Green	£0	£0	£0	£0	£8,120	Green/Amber	£0	£0	£8,120
	Bradford to Shipley Corridor	£47,900,000	£1,597,000	Green	£30,000	£5,011	£524,541	£653,285	£701,428	Green	£448,000	£376,000	£2,084,980
	Calder Valley Line - Bradford to Leeds Journey Time Improvements	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Calder Valley Line - Elland Station	£700,153	£700,153	Green/Amber	£0	£0	£42,332	£173,162	£67,387	Amber	£288,186	£302,248	£700,153
	Calder Valley Line - Elland Station (Combined Authority)	£0	£1,434,595	Green/Amber	£0	£0	£121,105	£0	£227,198	Green/Amber	£927,414	£1,702,360	£2,978,078
	Calder Valley Line - Enhancements	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Castleford Growth Corridor Scheme	£22,800,000	£200,000	Amber/Red	£67,000	£73,917	£18,203	£1,630,880	£11,834	Amber/Red	£500,000	£5,000,000	£5,670,954
	Castleford Station Gateway	£4,511,000	£338,000	Green/Amber	£0	£20,329	£20,598	£1,751,083	£216,028	Green/Amber	£2,074,913	£372,940	£2,704,808
	Clifton Moor Park and Ride	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Road - Cross Lane (12)	£2,500,000	£180,000	Green/Amber	£0	£0	£63,019	£169,640	£172,281	Green	£0	£0	£235,300
	Road - Cross Lane (12) (Combined Authority)	£0	£0	Green/Amber	£0	£0	£4,884	£0	-£125,974	Green	£119,335	£0	-£1,755
Road - Horton Grange Road (15)	£4,205,000	£809,007	Green	£0	£0	£29,472	£169,640	£243,985	Green	£116,000	£2,080,000	£2,469,457	
Road - Horton Grange Road (15) (Combined Authority)	£0	£0	Green	£0	£0	£0	£0	-£19,951	Green	£9,521	£0	-£10,430	
- Toller Lane (10)	£9,662,000	£946,670	Amber	£0	£0	£85,375	£185,690	£207,794	Amber	£102,400	£3,640,000	£4,035,569	
- Toller Lane (10) (Combined Authority)	£0	£0	Amber	£0	£0	£0	£0	£2,506	Amber	£0	£0	£2,506	
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor (Combined Authority)	£6,024,000	£941,665	Green/Amber	£0	£0	£90,865	£99,501	£115,895	Green/Amber	£450,000	£2,284,240	£2,941,000	
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor (Combined Authority)	£0	£0	Green/Amber	£0	£0	-£18,672	£0	£26,226	Green/Amber	£0	£0	£7,554	
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	£5,092,000	£789,581	Green/Amber	£0	£0	£76,325	£84,555	£69,642	Green/Amber	£414,000	£1,731,033	£2,291,000	
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	£0	£0	Green/Amber	£0	£0	-£13,943	£0	£21,466	Green/Amber	£0	£0	£7,523	
Corridor Improvement Programme - Kirklees - A62 Smart Corridor (Combined Authority)	£7,906,000	£855,000	Green/Amber	£0	£0	£125,232	£430,000	£280,481	Amber	£3,500,000	£3,500,000	£7,405,713	
Corridor Improvement Programme - Kirklees - A62 Smart Corridor (Combined Authority)	£0	£0	Green/Amber	£0	£0	£6,232	£0	£38,388	Amber	-£38,388	£0	£6,232	
Corridor Improvement Programme - Kirklees - Holmfirth Town Centre	£4,900,000	£250,000	Amber	£0	£0	£99,358	£161,500	£47,383	Amber	£306,400	£910,000	£1,363,141	

SEP Priority	Project Name	Indicative Funding	Full Funding Approval	Overall RAG	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Agreed Annual Forecast 2018/19	Actual Spend 2018/19	In Year RAG	2019/20 Forecast	2020/21 Forecast	Total to 2020/21
	(Combined Authority)	£0	£0	Amber	£0	£0	£0	£0	£0	Amber	£0	£0	£0
	Corridors	£8,200,000	£300,000	Green/Amber	£0	£0	£167,206	£225,000	£107,794	Green	£1,750,000	£1,750,000	£3,775,000
	Corridors (Combined Authority)	£0	£0	Green/Amber	£0	£0	£0	£0	£0	Green	£0	£0	£0
	Corridor Improvement Programme - Leeds - Dawsons Corner	£15,000,000	£2,607,000	Green/Amber	£0	£0	£243,698	£710,000	£279,116	Green/Amber	£1,350,000	£2,700,000	£4,572,814
	Corridor Improvement Programme - Leeds - Dyneley Arms	£2,747,000	£775,000	Amber	£0	£0	£127,438	£550,000	£141,776	Amber	£850,000	£250,000	£1,369,214
	Authority)	£0	£0	Amber	£0	£0	£0	£0	£0	Amber		£0	£0
	Corridor Improvement Programme - Leeds - Fink Hill	£4,150,000	£519,000	Amber	£0	£0	£105,529	£215,000	£17,013	Amber/Red	£300,000	£1,500,000	£1,922,542
	Corridor Improvement Programme - Wakefield - A650 Newton Bar	£6,752,000	£204,800	Green/Amber	£0	£0	£39,259	£161,160	£102,410	Green/Amber	£1,200,000	£2,000,000	£3,341,669
	(Combined Authority)	£0	£0	Green/Amber	£0	£0	£0	£0	£0	Green/Amber	£0	£0	£0
	Corridor Improvement Programme - Wakefield - Owl Lane	£2,561,000	£75,000	Green	£0	£0	£5,516	£173,120	£47,989	Green/Amber	£21,485	£0	£74,990
	Authority)	£0	£0	Green	£0	£0	£0	£0	£0	Green/Amber	£0	£0	£0
	Corridor Improvement Programme (Phase 1)	£408,000	£408,000	Green/Amber	£0	£0	£8,200	£100,000	£0	Green	£100,000	£316,000	£424,200
	Corridor Improvement Programme (Phase 2)	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Corridor Improvement Programme (Phase 3)	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Glasshoughton Southern Link Road	£5,968,000	£5,968,000	Green	£80,000	£0	£441,104	£505,000	£286,241	Green	£5,030,685	£129,971	£5,968,000
	Glasshoughton Southern Link Road (Combined Authority)	£0	£0	Green	£0	£0	£0	£0	£4,492,578	Green	£4,492,578	£0	£0
	Halifax Station Gateway	£10,600,000	£1,108,000	Amber	£156,738	£44,171	£63,055	£470,784	£294,565	Amber/Red	£592,700	£750,000	£1,906,229
	Halifax Station Gateway (Combined Authority)	£0	£0	Amber	£0	£0	£0	£0	£1,917	Amber/Red	£0	£0	£1,917
	Harrogate Road - New Line	£6,765,000	£2,875,000	Green	£146,399	£15,601	£991,436	£412,440	£1,476,336	Amber	£1,460,446	£2,489,732	£6,745,950
	Harrogate Road - New Line (Combined Authority)	£0	£0	Green	£52,000	£0	£221,717	£0	£0	Amber	£0	£0	£3,717
	Huddersfield Station Gateway (Phase 1)	£5,000,000	£115,000	Green	£0	£0	£0	£100,000	£10,000	Green/Amber	£170,000	£1,000,000	£1,180,000
	Huddersfield Station Gateway (Phase 1) (Combined Authority)	£0	£0	Green	£0	£0	£0	£0	£599	Green/Amber	£0	£0	£599
	Huddersfield Station Gateway (Phase 2)	£5,000,000	£50,000	Green	£0	£22,385	£0	£100,000	£0	Green/Amber	£8,000	£8,000	£38,385
	Huddersfield Station Gateway (Phase 2) (Combined Authority)	£0	£0	Green	£27,615	£0	£2,630	£0	£0	Green/Amber	£0	£0	£30,245
	Leeds City Centre Network and Interchange Package	£66,800,000	£3,774,000	Amber	£31,337	£278,000	£468,289	£643,000	£581,403	Green/Amber	£1,800,000	£11,000,000	£14,478,029
	Leeds ELOR and North Leeds Outer Ring Road	£82,980,000	£25,856,000	Amber	£929,199	£1,554,106	£8,297,375	£5,700,000	£7,266,848	Green	£21,000,000	£25,003,812	£65,071,340
	Leeds ELOR and North Leeds Outer Ring Road (Combined Authority)	£0	£0	Amber	£140,000	£0	£1,169,320	£0	£3,753,697	Green	£0	£0	£3,763,017
	Leeds Station Gateway - Leeds Integrated Station Masterplan	£400,000	£400,000	Green/Amber	£0	£54,468	£117,583	£203,860	£139,849	Green	£88,100	£0	£400,000
	Leeds Station Gateway - New Station Street	£2,120,000	£729,000	Green/Amber	£0	£41,036	£103,144	£1,446,820	£577,768	Green	£1,502,795	£0	£2,224,743
	M62 Junction 24A	£18,510,000	£70,000	Amber/Red	£0	£12,976	£31,370	£15,500	£0	Amber	£0	£0	£44,346
	Mirfield to Dewsbury to Leeds (M2D2L)	£12,510,000	£210,000	Amber	£0	£59,261	£21,026	£140,000	£49,713	Green/Amber	£225,000	£2,750,000	£3,185,000
	Mirfield to Dewsbury to Leeds (M2D2L) (Combined Authority)	£0	£0	Amber	£0	£0	£9,588	£0	£0	Green/Amber	£0	£0	£9,588
	Parking Extensions at Rail Stations (PEARS)	£0	£138,000	Green	£0	£137,997	£0	£0	£0	Green	£0	£0	£137,997
	Priority 4b - Balance of Funding	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Priority 4b - Over-programming	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Public Transport Improvements 2 - City Centre Infrastructure	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Rail Parking Package - Apperley Bridge	£1,200,000	£113,100	Green/Amber	£0	£0	£0	£113,000	£0	Amber	£113,100	£600,000	£713,100
	Rail Parking Package - Ben Rhydding	£2,100,537	£150,000	Green/Amber	£0	£0	£0	£0	£0	Green	£650,000	£1,450,537	£2,100,537
	Rail Parking Package - Fitzwilliam	£701,204	£701,204	Green	£0	£28,210	£416,863	£108,461	£47,425	Green	£0	£0	£492,498
	Rail Parking Package - Fitzwilliam (Combined Authority)	£0	£0	Green	£0	£28,210	£28,210	£0	£0	Green	£0	£0	£0
	Rail Parking Package - Garforth	£825,000	£45,000	Amber	£0	£0	£0	£440,000	£43,981	Amber/Red	£781,019	£0	£825,000
	Rail Parking Package - Guiseley	£7,000,000	£143,000	Red	£0	£0	£0	£143,000	£0	Red	£113,000	£1,000,000	£1,113,000
	Rail Parking Package - Hebden Bridge	£754,445	£754,445	Amber/Red	£0	£0	£14,000	£631,000	£4,400	Amber	£736,045	£0	£754,445
	Rail Parking Package - Knottingley	£0	£0	Amber/Red	£0	£0	£0	£1,474,000	£0	Red	£0	£0	£0
	Rail Parking Package - Mirfield A	£308,863	£308,863	Green	£0	£0	£0	£298,863	£170,000	Green	£20,000	£0	£190,000
	Rail Parking Package - Mirfield B	£1,300,000	£0	Amber/Red	£0	£0	£0	£100,000	£0	Green	£0	£0	£0
	Rail Parking Package - Moorthorpe	£1,100,000	£110,500	Green	£0	£0	£0	£110,500	£18,105	Green	£250,000	£831,895	£1,100,000
	Rail Parking Package - Morley	£2,600,000	£0	N/A	£0	£0	£0	£0	£0	N/A	£650,000	£1,950,000	£2,600,000
	Rail Parking Package - Mytholmroyd	£3,640,000	£3,468,172	Green	£0	£0	£0	£1,040,000	£0	Red	£1,508,333	£2,131,667	£3,640,000
	Rail Parking Package - Normanton	£1,440,000	£0	Amber	£0	£0	£0	£340,000	£0	Red	£262,000	£1,178,000	£1,440,000
	Rail Parking Package - Outwood	£1,540,000	£140,000	Green/Amber	£0	£0	£0	£110,500	£50,822	Green/Amber	£389,178	£1,100,000	£1,540,000
	Rail Parking Package - Outwood (Combined Authority)	£0	£0	Green/Amber	£0	£0	£0	£0	£41,927	Green/Amber	£0	£0	£41,927
	Rail Parking Package - Shipley	£2,550,000	£0	Amber	£0	£0	£0	£0	£0	Amber/Red	£0	£2,550,000	£2,550,000
	Rail Parking Package - South Elmsall	£670,000	£670,000	Green	£0	£120,000	£484,604	£5,000	£0	Complete	£15,000	£0	£619,604

SEP Priority	Project Name	Indicative Funding	Full Funding Approval	Overall RAG	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Agreed Annual Forecast 2018/19	Actual Spend 2018/19	In Year RAG	2019/20 Forecast	2020/21 Forecast	Total to 2020/21
	Rail Parking Package - Steeton and Silsden	£2,530,000	£897,000	Green	£0	£0	£0	£0	£0	Amber	£230,000	£2,300,000	£2,530,000
	Rail Parking Package (Phase 1)	£0	£1,701,000	Green	£108,336	£409,181	£395,796	£160,000	£236,436	Green	£296,514	£270,194	£1,775,365
	Rail Parking Package (Phase 2)	£28,638,136	£2,016,000	Amber	£0	£0	£0	£10,000	£33,079	Red	£500,000	£500,000	£1,033,079
	South East Bradford Access Road	£46,310,000	£91,000	Green/Amber	£0	£0	£25,259	£623,640	£118,481	Amber	£120,653	£297,572	£561,965
	South East Bradford Access Road (Combined Authority)	£0	£0	Green/Amber	£0	£0	£30,782	£0	£-114,538	Amber	£88,131	£0	£4,375
	Thorpe Park Station Improvements	£10,060,000	£500,000	Amber	£0	£3,382	£184,675	£156,998	£99,105	Amber	£99,810	£1,105,672	£1,492,644
	Transformational - LCR Inclusive Growth Corridor Plans	£392,500	£392,500	Green	£0	£0	£0	£0	£0	Green	£0	£0	£0
	Transformational - NE Calderdale Transformational Programme Study	£7,000,000	£2,395,000	Green	£0	£0	£0	£0	£579,815	Green	£301,616	£0	£881,431
	Transformational - North Kirklees Orbital Route Feasibility Study (Combined Authority)	£400,000	£400,000	Green	£0	£0	£0	£0	£173,800	Green	£226,200	£0	£400,000
	Transformational - South Featherstone Link Road Feasibility Study (Combined Authority)	£248,000	£248,000	Green/Amber	£0	£0	£0	£223,000	£130,912	Green	£117,088	£0	£248,000
	Study	£250,000	£248,000	Green/Amber	£0	£0	£9,588	£0	£0	Green	£0	£0	£9,588
	Transformational - South Featherstone Link Road Feasibility Study (Combined Authority)	£284,000	£284,000	Green	£0	£0	£40,689	£165,380	£90,489	Green	£135,986	£16,836	£284,000
	Study	£0	£0	Green	£0	£0	£31,781	£0	£-9,011	Green	£0	£0	£22,770
	Wakefield City Centre Package (Phase 1) - Kirkgate Authority)	£295,000	£295,000	Green	£0	£0	£10,000	£285,000	£260,958	Green	£24,042	£0	£295,000
	Wakefield City Centre Package (Phase 1) - Kirkgate Authority)	£5,556,000	£5,556,000	Green	£73,878	£76,972	£3,647,458	£1,282,000	£1,701,477	Green	£30,214	£0	£5,556,000
	Wakefield City Centre Package (Phase 2) - Ings Road Authority)	£0	£0	Green	£-73,878	£0	£99,878	£0	£0	Green	£0	£0	£0
	Wakefield City Centre Package (Phase 2) - Ings Road Authority)	£3,452,000	£270,000	Green/Amber	£0	£0	£27,437	£277,000	£37,216	Green/Amber	£303,961	£2,443,567	£2,812,181
	Wakefield Eastern Relief Road	£0	£0	Green/Amber	£0	£0	£2,942	£0	£0	Green/Amber	£0	£0	£2,942
	Wakefield Eastern Relief Road (Combined Authority)	£37,593,000	£37,593,000	Green	£15,284,765	£14,435,236	£3,239,685	£538,960	£648,716	Green	£0	£0	£35,907,402
	West Yorkshire Integrated UTM	£0	£0	Green	£0	£0	£2,299,000	£0	£0	Green	£0	£0	£0
	West Yorkshire Integrated UTM (Combined Authority)	£450,000	£450,000	Amber	£0	£29,011	£78,817	£138,995	£138,995	Green	£3,900,000	£2,922,501	£7,099,324
	West Yorkshire Integrated UTM (Phase A) - Bradford	£0	£0	Amber	£0	£-19,970	£70,231	£0	£-20,261	Green	£0	£0	£0
	West Yorkshire Integrated UTM (Phase A) - Calderdale	£632,157	£632,157	Green	£0	£0	£0	£0	£0	Green	£0	£0	£0
	West Yorkshire Integrated UTM (Phase A) - Kirklees	£351,424	£351,424	Green	£0	£0	£0	£0	£0	Green	£0	£0	£0
	West Yorkshire Integrated UTM (Phase A) - Leeds	£586,954	£586,954	Green	£0	£0	£0	£0	£23,235	Green	£0	£0	£23,235
	West Yorkshire Integrated UTM (Phase A) - Wakefield	£1,513,539	£1,513,539	Green	£0	£0	£0	£0	£0	Green	£0	£0	£0
	West Yorkshire Plus Transport Fund Delivery	£759,804	£759,804	Amber	£0	£0	£0	£0	£0	Amber	£0	£0	£0
	York Central Access Road and Station Access Improvements	£0	£0	N/A	£1,654,577	£1,652,280	£-870,902	£0	£507,446	N/A	£0	£0	£2,943,401
	York Northern Outer Ring Road	£37,320,000	£2,100,000	Green/Amber	£0	£0	£413,137	£1,524,000	£1,581,664	Green/Amber	£3,000,000	£10,000,000	£14,994,801
	York Northern Outer Ring Road - Phase 1 (Wetherby Road)	£2,450,000	£2,450,000	Green/Amber	£0	£0	£824,892	£4,232,000	£1,179,952	Green/Amber	£445,156	£0	£2,450,000
	York Northern Outer Ring Road - Phase 2 (Monks Cross)	£3,599,264	£3,599,264	Green/Amber	£0	£0	£3,000,000	£0	£528,264	Green/Amber	£71,000	£0	£3,599,264
	York Northern Outer Ring Road - Phase 3	£3,585,000	£3,585,000	Amber	£0	£0	£0	£0	£43,501	Amber	£3,494,098	£47,401	£3,585,000
	Authority)	£0	£0	Amber	£0	£0	£0	£0	£2,356,499	Amber	£0	£0	£2,356,499
	WYTF Borrowing	£28,645,736	£0	Amber	£0	£0	£0	£0	£0	Amber	£2,000,000	£12,410,788	£14,410,788
	Priority 4b - West Yorkshire + Transport Fund Total *												
		£963,937,715	£180,151,104		£18,552,414	£27,532,490	£40,862,891	£43,281,838	£42,400,658		£68,021,846	£82,425,792	£280,900,000
	Priority 4c - Economic Resilience Programme												
	Flood Alleviation - Kirklees	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Flood Alleviation - Leeds	£3,786,981	£3,786,981	Green	£0	£3,786,981	£0	£0	£0	Green	£0	£0	£3,786,981
	Flood Alleviation - Mytholmroyd	£2,500,000	£2,500,000	Green/Amber	£0	£2,500,000	£0	£0	£0	Green	£0	£0	£2,500,000
	Flood Alleviation - Skipton	£1,500,000	£1,500,000	Green	£0	£1,500,000	£0	£0	£0	Green	£0	£0	£1,500,000
	Flood Alleviation - Wyke Beck	£2,558,000	£2,558,000	Green	£0	£0	£317,652	£2,282,348	£1,400,216	Green	£840,132	£0	£2,558,000
	Leeds City Region Flood Resilience Programme	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	Natural Flood Management - Colne and Calder	£1,299,107	£1,299,107	Green	£0	£0	£0	£336,000	£147,562	Green	£656,899	£494,646	£1,299,107
	Natural Flood Management - Upper Aire	£388,000	£388,000	Green	£0	£0	£0	£0	£0	Green	£200,828	£187,000	£387,828
	Priority 4c - Balance of Funding	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£2,949,019	£4,942,498	£7,891,517
	Priority 4c - Economic Resilience Programme Total *	£12,032,088	£12,032,088		£0	£7,786,981	£317,652	£2,618,348	£1,547,778		£4,646,878	£5,624,144	£19,923,433
	Priority 4d - Enterprise Zone Development												
	EZ - Bradford - Staithgate Lane	£85,230	£85,230	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
	EZ - Calderdale - Clifton Business Park	£200,000	£200,000	Green/Amber	£0	£0	£0	£0	£135,563	Green/Amber	£64,437	£0	£200,000
	EZ - Leeds - Aire Valley	£4,588,590	£4,588,590	Green/Amber	£0	£0	£0	£4,400,000	£4,370,086	Green/Amber	£218,504	£0	£4,588,590
	EZ - Programme	£40,065,180	£1,532,770	Amber/Red	£0	£0	£0	£1,000,000	£247,495	Amber	£3,701,417	£15,000,000	£18,948,912
	Priority 4d - Over-programming	£0	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£-3,737,502	£-3,737,502
	Priority 4d - Enterprise Zone Development Total *	£44,939,000	£6,406,590		£0	£0	£0	£5,400,000	£4,753,144		£3,984,358	£11,262,498	£20,000,000
	Priority 4e - Transport												
	CityConnect Phase 3 West Yorkshire Combined Authority	£14,824,000	£125,000	Green/Amber	£0	£0	£0	£5,000	£208	Green/Amber	£104,792	£20,000	£125,000

SEP Priority	Project Name	Indicative Funding	Full Funding Approval	Overall RAG	Actual Spend 2015/16	Actual Spend 2016/17	Actual Spend 2017/18	Agreed Annual Forecast 2018/19	Actual Spend 2018/19	In Year RAG	2019/20 Forecast	2020/21 Forecast	Total to 2020/21
	Leeds Inland Port	£3,170,000	£0	N/A	£0	£0	£0	£0	£0	N/A	£0	£0	£0
Priority 4e - Transport Total *		£17,994,000	£125,000		£0	£0	£0	£5,000	£208		£104,792	£20,000	£125,000
Grand Total *		£1,266,764,256	£394,751,235		£36,979,075	£84,745,759	£90,532,441	£84,111,271	£91,799,121		£98,160,546	£113,029,288	£516,350,138

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Growth Deal Housing Outturn Update for DoDs
Meeting Date 3rd May 2019

LCR contracted with BEIS to deliver 2300 completed housing units by 2024/25

BEIS Output Definition: Completed Houses	At the impact site, the number of completed housing units. Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block. Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.
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Project	Partner	Call For Project Outputs	OBC Outputs	Approved FBC + Outputs	Partner forecast end 18/19	Original housing start on site	Housing Construction commenced	Actual delivery to date	Partner delivery forecast by 2021	Partner delivery forecast between 2021-2024 /25(end of programme)	Cumulative housing outputs
Red Hall	Leeds			160	200	Jun-19	N	0		200	200
Brownfield	Leeds			280	685	May-16	Y	96	266	419	685
Kirklees Housing	Kirklees			610	580	Apr-17	N	0		580	580
Bath Road	Leeds			160	160	Jan-17	N	0	160		160
York Central	York		283	183	583	Mar-19	N	0	183	400	583
New Bolton Woods	Bradford		130	145	145	Feb-18	Y	0	145		145
Beech Hill	Calderdale		100	114	114	Jan-20	N	0		114	114
Dewsbury Riverside	Kirklees	170	240		240	Aug-19	N	0		240	240
Halifax Living	Calderdale	188	110		110	Mar-21	N	0		110	110
Kirkgate	Wakefield	85	60		60	Apr-22	N	0		60	60
Heritage Properties	Bradford	283			133	Jan-20	N	0	133		133
Northgate House	Calderdale	40	0		0		N	0			0
TOTALS					3,010			96	887	2,123	3,010

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Growth Deal Dashboard

LEP Name: Leeds City Region LEP

This Quarter: Q4_1819

Deliverables Progress



Housing	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Houses Completed	73	0	254	92	0	0	-	346
Forecast for year	113	0	254	113	285	854	1,305	2,811
Progress towards forecast	65%	-	100%	81%	0%	0%	-	12%



Jobs	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Jobs Created	352	2,604	24,315	1,594	0	0	-	28,512
Apprenticeships Created*	43	18	23	88	0	0	-	129
Jobs including Apprenticeships	395	2,622	24,338	1,682	0	0	-	28,641
Forecast for year	1,497	2,622	24,338	1,497	2,210	10,443	7,361	48,471
Progress towards forecast	26%	100%	100%	112%	0%	0%	0%	59%

* Apprenticeships included within jobs totals prior to 2017



Skills	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Area of new or improved floorspace (m2)	0	29,467	17,038	4,486	0	0	-	50,991
Forecast for year	0	29,467	17,038	0	0	0	0	46,505
Progress towards forecast	-	100%	100%	-	-	-	-	0%



Transport	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Length of Road Resurfaced	0	0	0	3	0	0	-	3
Length of Newly Built Road	0	0	8	0	0	0	-	8
Length New Cycle Ways	0	0	0	19	0	0	-	19

Project RAG Ratings

Project Name	Previous Quarter Q3_1819	This Quarter Q4_1819	Project Name	Previous Quarter Q3_1819	This Quarter Q4_1819
Business Growth Programme	G	G	Bradford Odeon	AG	AG
ShIPLEY College Mill	G	G	Forge Lane, Kirkstiles	N/A	N/A
Leeds City College Printworks	G	G	Wakefield Civic Quarter	G	G
Calderdale College	G	G	Kirkstiles College Learning Village	AR	A
Kirkstiles College	G	G	York Guildhall	AR	AR
Resource Efficiency Fund	G	G	Leeds City College Quarry Hill	AR	AR
Energy Accelerator	A	AR	WYCA Delivery Costs	N/A	N/A
Wakefield Eastern Relief Road	G	G	Mytholmroyd Flood Alleviation (GD3)	AG	AG
East Leeds Housing Growth - Red Hall	G	G	Leeds Flood Alleviation Scheme	G	G
East Leeds, Brownfield Sites	AG	AG	Skipton Flood Alleviation Scheme	G	G
Halifax Town Centre (Northgate House)	A	A	South Emsall Rail Car Parking Extension	G	G
York Central	G	G	Rail Parking Programme - Fitzwilliam	G	G
One City Park, Bradford	A	A	Rail Parking Package - Hebden Bridge	AG	AR
Barnsley Town Centre	G	G	Leeds Station Gateway - New station Street	A	AG
Kirkstiles Housing sites	AG	AG	Leeds ELOR and North Leeds Outer Ring Road	A	A
Bath Road, Leeds	A	A	UTMC (formerly HNEP)	A	A
Aire Valley Park and Ride	AG	AG	Rail Parking Package - Mytholmroyd	G	G
Wakefield College	G	G	Rail Parking Package - Shipley	G	A
Selby College	G	G	Rail Parking Package - Steeton and Silsden	G	G
Shipley College Salt Building	G	G	Rail Parking Package - Mirfield	G	G
Bradford College	G	G	Rail Parking Package - Normanton	-	A
A629 Phase 1a	AG	AG	Bradford Interchange Station Gateway	G	G
A629 Phase 2	AR	AR	Bradford FS Station Gateway	AG	AG
Wakefield Phase 1 Kirkgate	G	G	A650 Tong Street	A	A
Access to Capital Grants Programme	G	G	SE Bradford Access Rd	AG	AG
Huddersfield Incubation & Innovation Programme	G	G	Bradford to Shipley Corridor	G	G
Leeds University Innovation Centre	AG	AG	A650 Hard Ings Road - Phase 1: Hard Ings Road	G	G
Leeds College of Building	AG	AG	Harrogate Road / New Line	AR	AR
Leeds District Heat Network	G	G	Halifax Station Gateway	A	A
Tackling Fuel Poverty (Phases 1,2,3 & 4)	G	G	A641 Bradford - Huddersfield Corridor	A	A
			A629 Phase 1b: Elland Wood Bottom to Jubilee R	AR	A
			A629 Phase 4: Ainsley Top	G	AG
			Huddersfield Station Gateway	G	G
			A653 Leeds to Dewsbury Corridor (M2D2L)	A	A
			M62 Junction 24a	AR	AR
			A629 Phase 5 - Ainsley Top into Huddersfield	G	G
			A62 and A644 Corridors incorporating Cooper br	A	AR
			Leeds Station Gateway - Yorkshire Hub	AG	AG
			Thorpe Park Station	A	A
			A65-LBIA Link Road	R	R
			A6110 Leeds Outer Ring Rd	AG	AG
			Leeds City Centre Network and Interchange Pack	A	A
			Castleford Station Gateway	A	AG
			Wakefield City Centre Package Phase 2 Ings Roa	AG	AG
			Glasshoughton Southern Link Road	G	G
			Castleford Growth Corridor Scheme	AG	AR
			CIP - Phase 1 - Leeds Fink Hill	A	A
			CIP - Phase 1 - Leeds Dyneley Arms	AG	A
			CIP - Phase 1 - Leeds Dawson's Corner	AG	AG
			CIP - Phase 1 - Kirkstiles Holmfirth Town Centre	A	A
			CIP - Phase 1 - Kirkstiles Huddersfield Southern G	AG	AG
			CIP - Phase 1 - Kirkstiles A62 Smart Corridor	AG	AG
			CIP - Phase 1 - Calderdale A58/A672 Corridor	AG	AG
			CIP - Phase 1 - Calderdale A646/A6033 Corridor	AG	AG
			CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	G	A
			CIP - Phase 1 - Bradford A6177 ORR/Great Horto	G	G
			CIP - Phase 1 - Wakefield A650 Newton Bar	AG	AG
			Rail Park and Ride (Phase 1) Programme	G	N/A
			Rail Parking Package - Knottingley	AR	AR
			Rail Park and Ride (Phase 2) Programme	G	A

Growth Deal Performance

G

Area lead comments

Financial Progress

LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total
	£68,266,303	£127,657,838	£72,228,329	£74,349,287	£73,510,320	£100,338,062	£516,350,138

LGF Outturn	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21		
Actual	£ 44,426,751	£ 122,828,742	£ 90,532,441	£ 91,799,121	£ -	£ -	£ 305,160,304	
Forecast for year	£ 102,021,595	£ 122,828,742	£ 90,532,441	£ 102,021,595	£ 108,475,711	£ 92,491,512	£ 516,350,000	
Progress towards forecast	44%	100%	100%	90%	0%	0%	59%	

LGF Expenditure	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21		
Actual	£ 31,142,474	£ 112,974,336	£ 82,284,182	£ 94,889,903	£ -	£ -	£ 290,148,421	
Forecast for year	£ 117,624,260	£ 112,974,336	£ 82,284,182	£ 117,624,260	£ 110,975,711	£ 92,491,512	£ 516,350,000	
Progress towards forecast	26%	100%	100%	81%	0%	0%	56%	

Non-LGF Expenditure	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21		
Actual	£ 48,951,423	£ 172,939,958	£ 169,338,604	£ 138,934,700	£ -	£ -	£ 481,213,263	
Forecast for year	£ 181,705,105	£ 172,939,958	£ 169,462,068	£ 181,705,105	£ 224,407,858	£ 185,871,468	£ 934,386,458	
Progress towards forecast	27%	100%	100%	76%	0%	0%	52%	

Total LGF + non-LGF Expenditure	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21		
Actual	£ 80,093,897	£ 285,914,294	£ 251,622,787	£ 233,824,603	£ -	£ -	£ 771,361,683	
Forecast for year	£ 299,329,365	£ 285,914,294	£ 251,746,250	£ 299,329,365	£ 335,383,569	£ 278,362,980	£ 1,450,736,458	
Progress towards forecast	27%	+100%	+100%	+78%	+0%	+0%	53%	

Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast	£ 204,547,946	£ 102,967,879	£ 58,580,817	£ 97,751,689	£ 52,501,669	£ 516,350,000
Actual	£ 204,547,946	£ 102,967,879	£ 58,580,817	-	-	£ 366,096,642
Variance	+0%	+0%	+0%	-100%	-100%	-29%

Commentary

Note:
 - Formula not working in Skills 15-17 Deliverables progress
 No transport outputs on the 'Forecasts' tab
 - In Q3, the 17-18 jobs forecast was 4,300 and there was no forecast for new/ improved floorspace, both of which have since been corrected.

Section 151 Officer Approved

Name: JONATHAN SHEARD (DEPUTY S-73 OFFICER)
 Signature: [Signature]
 Date: 24/5/19

LEP Chair Approved

Name:
 Signature:
 Date:

Agenda Item 16e

Appendix 4

SEP Priority	Project Name	Completed	Completing in 2018/19	Completing in 2019/20	Starting in 2019/20
Priority 1 - Growing Business	Access to Capital Grants Programme	N	N	N	
	Business Expansion Fund - Digital Inward Investment Fund	N	N	N	
	Business Expansion Fund - Strategic Inward Investment Fund	N	N	N	
	Business Growth Programme	N	N	N	
	Huddersfield Incubation and Innovation Programme	Y	N/A	N/A	
	Institute for High Speed Rail and System Integration	N/A	N/A	N/A	Y
	Leeds University Innovation Centre	Y	N/A	N/A	
Total: 7		2	0	0	1
Priority 2 - Skilled People and Better Jobs	Bradford College	Y	N/A	N/A	
	Calderdale College	Y	N/A	N/A	
	Kirklees College - Dewsbury Learning Quarter	N	N	N	
	Kirklees College - Process Manufacturing Centre	Y	N/A	N/A	
	Leeds City College - Printworks	Y	N/A	N/A	
	Leeds City College - Quarry Hill	N	N	Y	
	Leeds College of Building	N	Y	N/A	
	Selby College	Y	N/A	N/A	
	ShIPLEY College - Mill	Y	N/A	N/A	
	ShIPLEY College - Salt Building	Y	N/A	N/A	
	Wakefield College	Y	N/A	N/A	
Total: 11		8	1	1	0
Priority 3 - Clean Energy and Economic	Energy Accelerator	N	N	N	
	Leeds District Heat Network	N	N	Y	
	Resource Efficiency Fund	N	N	Y	
	Tackling Fuel Poverty	N	Y	N	
Total: 4		0	1	2	0
Priority 4a Housing and Regeneration	Barnsley Town Centre	N	Y	N/A	
	Bradford - One City Park	N/A	N/A	N/A	N
	Bradford Odeon	N	N	N	
	City Centre Heritage Properties - Bradford	N/A	N/A	N/A	N
	Dewsbury Riverside	N/A	N/A	N/A	N
	East Leeds Housing Growth - Brownfield Sites	N	N	N	
	East Leeds Housing Growth - Red Hall	N	N	N	
	Halifax - Beech Hill	N	N	N	
	Halifax Living programme (Phase 1)	N	N	N	
	Halifax Town Centre (Northgate House)	N	N	N	
	Kirklees Housing Sites	N	N	Y	
	Leeds - Bath Road	N	N	N	
	New Bolton Woods	N	N	N	
	Wakefield City Centre - South East Gateway	N/A	N/A	N/A	N
	Wakefield Civic Quarter	Y	N/A	N/A	N
	York Central	Y	N	N	
	York Guildhall	N	N	Y	
Total :17		2	1	2	0
Priority 4b West Yorkshire + Transport Fund Total	A6110 Leeds Outer Ring Road	N	N	N	
	A62 - A644 (Wakefield Road) Link Road	N	N	N	
	A629 (Phase 1A) - Jubilee Road to Free School Lane	Y	N	N	
	A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	N	N	N	Y
	A629 (Phase 2) - Eastern Gateway and Station Access Improvements	N	N	N	
	A629 (Phase 4) - Ainley Top	N	N	N	
	A629 (Phase 5) - Ainley Top into Huddersfield	N	N	N	
	A641 Bradford - Huddersfield Corridor	N	N	N	
	A65 - Leeds Bradford International Airport Link Road	N	N	N	
	A650 Hard Ings Road (Phase 1) - Hard Ings Road Only	N	N	N	Y
	A650 Tong Street	N	N	N	
	A653 Leeds to Dewsbury Corridor	N	N	N	
	Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride	Y	N/A	N/A	
	Bradford Forster Square Station Gateway	N	N	N	
	Bradford Interchange Station Gateway (Phase 1)	N	N	N	
	Bradford Interchange Station Gateway (Phase 2)	N	N	N	
	Bradford to Shipley Corridor	N	N	N	
	Calder Valley Line - Elland Station	N	N	N	
	Castleford Growth Corridor Scheme	N	N	N	
	Castleford Station Gateway	N	N	N	Y
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12)	N	N	N	
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road	N	N	N	
	Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10)	N	N	N	
	Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	N	N	N	
	Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor	N	N	N	
	Corridor Improvement Programme - Kirklees - A62 Smart Corridor	N	N	N	
	Corridor Improvement Programme - Kirklees - Holmfirth Town Centre	N	N	N	
	Corridor Improvement Programme - Kirklees - Huddersfield Southern Gateways	N	N	N	
	Corridor Improvement Programme - Leeds - Dawsons Corner	N	N	N	Y
	Corridor Improvement Programme - Leeds - Dyneley Arms	N	N	N	Y
	Corridor Improvement Programme - Leeds - Fink Hill	N	N	N	Y
	Corridor Improvement Programme - Wakefield - A650 Newton Bar	N	N	N	
	Corridor Improvement Programme - Wakefield - Owl Lane	N	N	N	
	Corridor Improvement Programme (Phase 1)	N	N	N	
	Corridor Improvement Programme (Phase 2)	N	N	N	
	Glasshoughton Southern Link Road	N	N	Y	
	Halifax Station Gateway	N	N	N	
	Harrogate Road - New Line	N	N	N	Y
	Huddersfield Station Gateway	N	N	N	
	Huddersfield Station Gateway (Phase 2)	N	N	N	
	Leeds City Centre Network and Interchange Package	N	N	N	
	Leeds ELOR and North Leeds Outer Ring Road	N	N	N	Y
Leeds Station Gateway - Leeds Integrated Station Masterplan	N	N	N		
Leeds Station Gateway - New Station Street	N	N	N	Y	
M62 Junction 24A	N	N	N		
Rail Parking Package - Apperley Bridge	N	N	N		
Rail Parking Package - Ben Rhydding	N	N	N		

	Rail Parking Package - Fitzwilliam	Y	N/A	N/A	
	Rail Parking Package - Garforth	N	N	N	Y
	Rail Parking Package - Guiseley	N	N	N	
	Rail Parking Package - Hebden Bridge	N	N	N	
	Rail Parking Package - Knottingley	N		0	0
	Rail Parking Package - Mirfield A	Y	N/A	N/A	
	Rail Parking Package - Mirfield B	N	N	N	
	Rail Parking Package - Moorhorpe	N	N	Y	Y
	Rail Parking Package - Morley	N	N	N	
	Rail Parking Package - Mytholmroyd	N	N	Y	
	Rail Parking Package - Normanton	N	N	N	
	Rail Parking Package - Outwood	N	N	N	Y
	Rail Parking Package - Shipley	N	N	N	
	Rail Parking Package - South Elmsall	Y	N/A	N/A	
	Rail Parking Package - Steeton and Silsden	N	N	N	Y
	Rail Parking Package (Phase 1)	N	N	N	
	Rail Parking Package (Phase 2)	N	N	N	
	South East Bradford Access Road	N	N	N	
	Thorpe Park Station	N	N	N	
	Transformational - LCR Inclusive Growth Corridor Plans	N	N	N	
	Transformational - NE Calderdale Transformational Programme Study	N	N	N	
	Transformational - North Kirklees Orbital Route Feasibility Study	N	N	N	
	Transformational - South Featherstone Link Road Feasibility Study	N	N	N	
	Transformational - York Northern Outer Ring Road Dualling Feasibility Study	N	N	N	
	Wakefield City Centre Package (Phase 1) - Kirkgate	Y	N	N	
	Wakefield City Centre Package (Phase 2) - Ings Road	N	N	N	
	Wakefield Eastern Relief Road	Y	N/A	N/A	
	West Yorkshire Integrated UTMIC	N	N	N	Y
	York Central Access Road and Station Access Improvements	N	N	N	Y
	York Northern Outer Ring Road	N	N	N	
	York Northern Outer Ring Road - Phase 1 (Wetherby Road)	Y	N/A	N/A	
	York Northern Outer Ring Road - Phase 2 (Monks Cross)	N	N	N	Y
	York Northern Outer Ring Road - Phase 3	N	N	N	
	Total: 80	8	0	3	16
Priority 4c Economic Resilience Programme	Flood Alleviation - Leeds	Y	N/A	N/A	
	Flood Alleviation - Mytholmroyd	N	N	Y	
	Flood Alleviation - Skipton	Y	Y	N/A	
	Natural Flood Alleviation - Colne and Calder	N	N	N	
	Natural Flood Alleviation - Upper Aire	N	N	N	
	Natural Flood Alleviation - Wyke Beck	N	N	Y	
	Natural Flood Management Upper Aire (April 2019)	N/A	N/A	N	Y
	Leeds Flood Alleviation Scheme 2 (summer 2019)	N/A	N/A	N	Y
Total: 8	2	1	2	2	
Priority 4d Enterprise Zone Development	Leeds Power (Phase 1)	N	N	N/A	Y
	EZ - Bradford - Gain Lane	N	N	N	Y
	EZ - Bradford - Parry Lane	N	N	N	Y
	EZ - Bradford - Staithegate Lane	N/A	N	N	N
	EZ - Calderdale - Clifton Business Park	N/A	N	N	N
	EZ - Kirklees - Lindley Moor East	N/A	N	N	N
	EZ - Wakefield - Langthwaite Business Park Extension	N	N	N	N
	EZ - Wakefield - South Kirkby Business Park	N	N	N	N
Total: 8	0	0	0	3	
Priority 4e Transport	Leeds Inland Port	N	N/A	N/A	Y
	CityConnect Phase 3	N/A	N/A	N	Y
	Total: 2	0	0	0	2
Overall Total: 137	22	4	10	24	

Key:

Currently in Delivery

To start delivery in 2019/20

Completed or to start beyond 2019/20

Completing in 2018/19

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

Date: 6 June 2019

Subject: **Strengthened Local Enterprise Partnerships**

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

Author(s): Jonathan Skinner

1. Purpose of this report

- 1.1 To set out the activities the LEP Board needs to initiate in order that future Local Enterprise Partnership (LEP) arrangements in the City Region comply with the Government's requirements for strengthened LEPs.

2. Information

- 2.1 In July 2018 Government published its review of LEPs (*Strengthened Local Enterprise Partnerships*) to set out its future requirements on leadership and organisational capacity; accountability and performance, and geography.
- 2.2 The LEP submitted its implementation plan in October 2018, showing the steps it would take to ensure it meets the requirements; thereby putting the City Region in a strong position to secure further funding and powers and use them effectively to benefit local businesses and communities. An overview of progress is attached as **appendix 1**.
- 2.3 On the issue of geography, Government requires all LEPs to remove overlaps. After consulting with partners, the LEP Board agreed that it should work with partners in the York, North Yorkshire and East Riding (YNYER) LEP to establish a new LEP covering all of West Yorkshire, North Yorkshire and York from April 2020.
- 2.4 A joint Transition Subgroup comprising members of both LEPs was established to oversee that process and has met in January, February and March. The Subgroup is continuing its work, with in-principle agreement reached on some matters and outstanding issues subject to further discussion.
- 2.5 Without prejudicing the outcome of those discussions, some deadlines mean that the LEP must act now in order that LEP arrangements in the City Region meet Government's requirements. Those decisions and the reasons for them are set out below.

- 2.6 By spring 2020, the LEP arrangements in the City Region must include a LEP Board where: at least two-thirds of members come from the private sector, at least a third of members are women, and the Board otherwise reflects the diversity of the City Region.
- 2.7 The current composition of the LEP Board and Members coming to the end of their terms in 2020 mean that further recruitment of private sector representatives is vital to achieve the requirements set out in paragraph 2.6 above.
- 2.8 In accordance with collaborative discussions through the Transition Subgroup, there is a consensus to seek external expertise on specific issues including:
- The approach to search and selection for private sector LEP Board members, particularly to improve the diversity of leadership perspectives and gender balance;
 - The remuneration of the LEP Chair and any other positions.
- 2.9 To meet those objectives, it is recommended that the LEP Board agrees to:
- Procure search and selection recruitment services to help recruit representatives of the private sector that reflect the diversity of the City Region and allow the City Region's LEP to meet gender balance requirements;
 - Procure external expertise to inform a remuneration policy for the Chair and any other appropriate positions.
- 2.10 The findings will be used to inform a recruitment campaign that ensures the area's LEP arrangements fully comply with Government's requirements – for either West Yorkshire, North Yorkshire and York, or a smaller geography.

3. Financial Implications

- 3.1 The costs of acting to procure external expertise will be met from the monies Government has allocated to LEPs to manage the implementation of its requirements for strengthened LEPs.

4. Legal Implications

- 4.1 The report covers the proactive steps that are required in order for the LEP, or whatever future LEP arrangements are in place in the City Region, to be in a position to comply with Government's requirements in spring 2020.
- 4.2 Should the LEP Board not take the steps outlined in the report, there is an increased risk that the City Region's future LEP arrangements will not fully comply with Government's requirements. That means future funding and powers could be jeopardised.

5. Staffing Implications

- 5.1 There are no direct staffing implications.

6. External Consultees

6.1 There are no external consultees.

7. Recommendations

7.1 That the LEP Board notes how the LEP is positioned in terms of meeting the full requirements of Strengthened LEPs (Appendix 1), and that further work is needed.

7.2 That, in order to ensure that the City Region's LEP arrangements comply with Government requirements the LEP Board agrees to procure external expertise to:

7.2.1 provide specialist advice to inform a remuneration policy for the Chair and any other appropriate positions

7.2.2 provide specialist search and selection support to help recruit future private sector LEP Board members that reflect the diversity of the City Region and enable the LEP to meet gender balance requirements

7.3 That the Combined Authority's Managing Director is given delegated authority to commence recruitment in accordance with the LEP Board's Recruitment Procedure and to take such associated actions as are necessary to meet the Government's compliance requirements.

8. Background Documents

8.1 None

9. Appendices

9.1 Appendix 1: Overview of LEP position on Government's requirements in Strengthened Local Enterprise Partnerships

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Appendix 1 – Overview of LEP position on Government requirements in Strengthened Local Enterprise Partnerships

Theme	Requirement	LEP position
Leadership	1. LEPs should produce an annual delivery plan and end of year report	Completed – see item 21 on LEP Board agenda.
	2. LEPs should consult widely and transparently with the business community before appointing a new Chair, and appoint a Deputy Chair.	Completed - the Deputy Chair is in place.
	3. LEPs should introduce defined term limits for Chairs and Deputy Chairs where these are not currently in place.	Completed – the LEP’s Constitution (para 4.9) already sets out maximum terms of office for each private sector representative - including the Chair - and maximum number of terms, in line with the local Assurance Framework.
	4. LEPs should increase representatives from the private sector so that they form at least two thirds of the board, and establish a maximum permanent board of 20 people, with the option to co-opt an additional five board members with specialist knowledge on a one year basis.	By taking action set out in this report, the LEP is able to meet this requirement by the end of the 19/20 financial year, regardless of whether a new LEP is created covering all of West Yorkshire, North Yorkshire and York.
	5. LEPs should improve their gender balance and representation of those with protected characteristics. The aim is for LEP Boards to have equal representation of men and women by 2023. As a step towards achieving this, LEPs should aim for a minimum of a third women’s representation on their boards by 2020.	
	6. LEPs should have a secretariat independent of local government to support the Chair and board in decision making.	Completed. Officials have confirmed that the current secretariat model is independent of any single local authority.
Accountability	7. LEPs to have a legal personality.	Completed. Officials have confirmed that that LEPs that have a Combined Authority as its accountable body do not have to have a separate legal personality – although they could choose to.
	8. LEPs should have a single Accountable Body that is responsible for all LEP funding.	Completed, with the West Yorkshire Combined Authority continuing to serve as the LEP’s accountable body.
	9. LEPs should hold an annual general meeting, open to the public and businesses to attend and properly promoted.	Completed – see item 15 on LEP Board’s agenda.
	10. LEPs should set out exactly who is	Completed. The LEP Board adopted an updated assurance framework in March 2019.

	accountable for spending decisions, appointments, and overall governance locally.	
	11. LEPs should set out how they will ensure external scrutiny and expert oversight, including participating in relevant local authority scrutiny panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.	Completed. The LEP, in conjunction with the Combined Authority, participates in external scrutiny through both joint committees (see item 13) and, as appropriate, within local authorities.
Geography	12. LEPs should collaborate across boundaries where interests are aligned when developing strategies and interventions to maximise their impact across their different objectives.	There is no formal deadline for this, but the LEP will develop arrangements with neighbouring areas as appropriate.

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

Date: 6 June 2019

Subject: **Local Industrial Strategy Development**

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

Author(s): Emma Longbottom

1. Purpose of this report

- 1.1 To update the LEP Board on progress to develop a Local Industrial Strategy (LIS) and to invite two Board members to join the Steering Group that will oversee the development.

2. Information

- 2.1 As previously reported, a LIS is being developed for the LEP area which will focus on bold steps aimed at boosting productivity and driving inclusive and clean growth for a post-2030 economy. This will be completed by December 2019, to be signed off by Government in March 2020.
- 2.2 Work is underway to identify key priorities against the five foundations of productivity – People, Place, Infrastructure, Ideas and Business Environment, which can be further developed and tested over the coming months to ensure that the LIS is reflective of all parts of the region.
- 2.3 In addition Government has set out four grand challenges – Clean Growth, Artificial Intelligence and Data, Future of Mobility and Ageing Society. LISs will demonstrate how and where areas can contribute to one or more of these global challenges by identifying nationally significant strengths, assets and opportunities.
- 2.4 The LIS is being co-produced with Government. Its ultimate endorsement by Government will mean it is a local expression of Government policy. This makes it a particularly powerful and influential strategy which will have an impact on future decisions about the region, for instance with regard to funding.
- 2.5 The [West Midlands](#) LIS was the first to be published in May 2019. As a trailblazer they have worked with government closely over the past year to develop their LIS. The LISs from the other trailblazer areas - Greater

Manchester and the Oxford-Milton Keynes–Cambridge corridor are expected soon. The published document offers an insight into the expectations of government. Officers from the LEP have previously discussed the process with colleagues from both West Midlands and Manchester and are meeting with government in June to further understand the process and any lessons learnt.

- 2.6 To date, the LEPs covering Leeds City Region and York and North Yorkshire have been working together to create a joint Local Industrial Strategy for their combined area. This is in the context of wider proposals to create a new LEP following Government recommendations that overlapping geographies between neighbouring LEPs need to be removed. Discussions around this merger are continuing with the aim of having a new LEP in place by March 2020, as detailed in item 17, however more immediate decisions need to be taken on the LIS than the merger timescales allow. To simplify the decision-making process and to enable work to progress quickly, including effective engagement with local areas and businesses, it is proposed that each LEP will carry out work to develop strategies reflecting the two existing LEP geographies. There will continue to be significant collaboration between the two LEPs on the development of these strategies, with the view to bringing the two together into a single, coherent strategy for the new LEP geography once the merger process is complete.
- 2.7 It is intended that a Steering Group should oversee the development of the LIS on behalf of the LEP Board. It is proposed that private sector members of the LEP Board and Panels serve on this group, alongside government and local authorities.
- 2.8 In addition working groups will be established to provide challenge and support regarding policy priorities. These groups will be made up of businesses and intermediaries, public sector, universities and other interested stakeholders' dependant on topic. Further advice of this will be provided in due course.

Process

- 2.9 Government guidance is clear on the need for LISs to be underpinned by robust evidence which draws out relative strengths and weaknesses, with an emphasis on productivity. A strong evidence base is already in existence and this will be developed and brought together into a full economic analysis, which will support the development of policy priorities.
- 2.10 A broad range of stakeholders responded to an initial call for evidence to inform the development of the LIS evidence base. This has included information regarding inclusive growth, construction skills, innovation and utilization of work place skills. A second, more focused call for evidence will be launched in June to ask more specific questions and delve into the foundations of productivity.

- 2.11 Additional work is being undertaken where there is a gap in the existing knowledge base and a more intensive examination of the issues is required to address gaps in intelligence and determine areas of distinctiveness across the LEP area. External consultancy and support has been commissioned to develop more detailed evidence around:
- *Productivity review*: greater analysis of productivity performance across the region, including analysis of sectors that have significant levels of low productivity firms.
 - *Supply chain analysis*: identifying areas where there are opportunities to improve processes and develop new opportunities for businesses.
 - *Understanding innovation in the region*: culture, capacity and potential for innovation across our business base.
 - *Health-tech/digital health audit* - seeks to better understand the nature of health-tech, particularly digital health, beyond the top line facts and figures, identifying genuine areas of distinctive strengths and opportunities across the region.
 - *Inclusive growth* – defining what inclusive growth means in the context of the LIS and working towards a set of indicators in the context.
 - *Clean growth audit* - identify the current clean growth sectors and develop new areas of opportunity.
- 2.12 The initial economic analysis, and associated commissions will be complete in June 2019. Further detailed work may follow. The final data report will be produced in summer 2019. Headline findings will be provided verbally at the meeting. An initial SWOT analysis is provided at Appendix A.
- 2.13 Panel members are asked to provide feedback on some of the strengths, areas of distinctiveness and opportunities across the new geography, particularly relating to improving productivity.
- 2.14 An independent panel has been established to provide expert challenge and advice, and critical review of the evidence base and subsequent policy priorities. Members of the panel are drawn from academia, business, the public sector (including large employers such as the NHS), and the voluntary and community sector. The panel met on 1 May and provided feedback regarding the process to develop the LIS. A further meeting is planned for July to consider the framework to shape the priorities for the Local Industrial Strategy and associated outcomes, along with the implications for policy development.
- 2.15 In addition consultation and engagement will take place with LEP Board Panels, businesses, universities, local authorities and community and citizen groups to best understand their priorities and the role that the LEP can play in meeting these. This will include District level consultation events through locally based meetings, for example, economic partnerships. Engagement has commenced, with a range of methodologies being explored including online consultation, social media, workshops and roundtables, and place-based community engagement events.

- 2.16 To reflect the scale and long-term ambition of the LIS, we will also engage with young people on their views and input into shaping our proposals.
- 2.17 The process to develop the LIS will be iterative and will therefore evolve throughout the year. Engagement and co-production with Government will be undertaken throughout the development process to ensure that the LIS is completed and submitted to Government in December 2019. Engagement with government has been ongoing throughout the development process. This includes:
- Monthly attendance at Project Board meetings
 - Workshop with Cities and Local Growth Unit (CLGU) and Business, Energy and Industrial Strategy (BEIS) analysts in March
 - Telekits from key departments on the foundations of productivity
 - Workshop with CLGU and BEIS in June
 - Innovation workshop with BEIS, CLGU, Innovate UK, Institute for Manufacturing and northern LEPs in June
 - Individual sessions with relevant departments will be arranged in September once draft priorities have been agreed.

Key Milestones

- 2.18 Key milestones for the development of the LIS throughout 2019 are set out below:
- Initial call for evidence completed May
 - Initial economic evidence report complete June
 - Stakeholder engagement June/July
 - Second call for evidence June/July
 - Final economic evidence report complete August
 - Draft policy proposals August
 - Consultation and engagement on draft proposals September
 - LIS drafted and tested October/November
 - LIS finalised and submitted to Government December
 - LIS published March 2020

3. Financial Implications

- 3.1 In addition to core staff resource to support research and intelligence and policy development activity, a budget of approximately £200,000 is available from Combined Authority / LEP internal budgets across the financial years 2018-19 and 2019-20 (subject to business planning and budget setting) to support development of the evidence base for the Local Industrial Strategy. In addition, funding identified in the 'Strengthened Local Enterprise Partnerships' has been allocated and approved by Government.

4. Legal Implications

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

5. Staffing Implications

- 5.1 The LIS development forms a central component of the Combined Authority and LEP's programme of work to broaden its policy range. This will require capacity and expertise from the Combined Authority, local authorities and other partners. This can largely be provided within existing resources.

6. External Consultees

- 6.1 A programme of external engagement is being undertaken to inform the development of the Local Industrial Strategy.

7. Recommendations

- 7.1 It is recommended that the LEP Board:
- notes progress made;
 - endorses that work should progress on a LIS for the existing Leeds City Region LEP until the creation of a new LEP is confirmed;
 - consider whether private sector members would like to serve on the LIS Steering Group and working groups.
- 7.2 Members provide feedback on some of the areas of distinctiveness, assets and opportunities for the LIS, particularly relating to productivity growth, as suggested at 2.13.

8. Background Documents

- 8.1 None

9. Appendices

- 9.1 Appendix 1 – Local Industrial Strategy Headline SWOT Analysis

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Appendix A - Local Industrial Strategy draft Headline SWOT analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • A highly diverse economy that can help to withstand sector-specific shocks and challenges. • Substantial university strengths with one of the biggest HE clusters in Europe, with research strengths in key subjects. • Innovation hotspots around the key university centres such as Leeds and York. • The area is characterised by high levels of green space and areas of outstanding natural beauty. Alongside areas of relatively affordable housing, these add to the area's attraction as a place to live and work. • Although gaps to national performance persist, the labour market is strong by historic standards. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Productivity is below national levels in all parts of our area, and the gap to national performance is not closing. • Despite improvements there remains a gap between local and national skill levels, particularly for higher level skills. • Relatively low levels of business investment in R&D and innovation activity. • Investment in the transport system has not kept pace with economic and population growth. Congestion and capacity constraints risk hampering future economic growth. • Some of the highest levels of deprivation in the country, with pockets across the area. • The lack of an OEM presents challenges around the coherence of supply chains and the productivity benefits such businesses can bring.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Increasing exposure to key non-EU export markets such as US and China could deliver a productivity dividend. • Universities provide opportunities to increase business innovation performance through collaboration. • Manufacturing subsectors offer degrees of employment specialism, though professional services jobs have seen strongest growth. • A tighter labour market offers potential to upskill existing staff, increase earnings and build a more inclusive economy. • Wider regional strengths in energy generation offer potential in clean growth. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Lack of investment, partly due to Brexit uncertainty, risks further weakening of productivity performance. • Insufficient access to appropriately skilled workers could constrain businesses' ability to grow and this could be compounded by lack of responsiveness in skills system. • Automation poses a threat to a significant number of jobs in a range of industries, particularly for lower skilled workers. • The diversity of the economy could reduce the area's distinctiveness.

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

Date: 6 June 2019

Subject: **Economic and Brexit monitoring**

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

Author(s): James Hopton, Patrick Bowes

1. Purpose of this report

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

2. Information

- 2.1 This report presents recent developments in the global, national and local economies. It presents the latest economic data for Leeds City Region, and where possible, its constituent local authorities and appropriate comparator areas.

The report is produced on a regular, quarterly basis. As such the latest available version will be presented to the Board for each of its meetings.

The version presented here is the May 2019 Economic Update.

Main national and international headlines

- 2.2 The main national and international headlines include:

- **GDP in the Eurozone increased by 0.4% in Q1 2019, double the rate of growth seen at the end of 2018.** Unemployment in the single market area also fell to its lowest level since 2008.
- **The US recorded GDP growth of 0.8% in Q1, up from 0.5% in Q4 2018.** Business investment in inventories and a decrease in imports were key contributors to growth.
- **Many leading forecasters expect global growth to slow in 2019** – partly as a result of a cyclical slowdown, but also as a consequence of a less certain global trading environment. The IMF expect global growth to slow from 3.6% in 2018 to 3.3% this year, before recovering in 2020.

- **The IMF have also revised their forecasts for the UK economy**, with a more pessimistic outlook now anticipating growth of 1.2% this year, and 1.4% next year.
- **The UK employment rate is at a record high of 76.1%**, and stable inflation combined with solid wage growth is helping incomes to grow in real terms.

2.3 Leeds City Region economic headlines

For Leeds City Region, the key headlines include:

- **The number of Leeds City Region residents in work increased by 3,200 (0.2%)** between Q3 and Q4 2018. The City Region employment rate increased from 73.1% in Q3 to 73.3% in Q4, but remains slightly below the record high of 73.7% recorded earlier in 2018.
- **The proportion of 16-24 year olds out of work in Leeds City Region has fallen to 9.7%** at the end of 2018, making Leeds City Region the only core city LEP area where the rate is below 10%. The comparable UK rate is 11.6%.
- **Manufacturers in Leeds City Region saw an increase in sales both domestically and internationally** in Q1 2019, according to the latest Chambers of Commerce Quarterly Economic Survey (QES).
- **Conversely, service sector companies saw both domestic sales and exports slow last quarter**, though both maintained growth.
- **Goods exports from the region increased by 7.8% to £18.1bn in 2018**. This increase is three times the 2.6% increase seen nationally with only the East Midlands seeing a similar growth rate over the year. The EU accounted for 60% of goods exports from the region in 2018, compared to 50% nationally.
- **3.7% more businesses started up in Leeds City Region during the first three months of this year** compared with the corresponding period of last year. This growth rate ranks Leeds City Region LEP at 14 out of the 39 LEPs.

2.4 Brexit commentary and assessment

Some Brexit-related issues appear to have given a short-term boost to national and local economies of late, with stockpiling helping to drive business activity, particularly in the manufacturing sector. There are however signs that the stockpiling-driven momentum may be tailing off now that the UK's departure from the EU is less imminent than had appeared in late Q1.

More broadly, businesses appear to be increasingly looking to focus on domestic markets to improve their Brexit resilience, with some evidence that many are seeking more UK-based customers and suppliers. This may be prudent in the short-term and offers potential reshoring opportunities, but this should be balanced against a need to build on the region's recent strong export performance, and the potential for businesses to explore opportunities in new markets.

Whilst the recent trend towards growth in full-time permanent employment is undoubtedly positive, it is also clear that there has been a persistent lull in capital investment. Given the critical role that investment plays in productivity growth, this could have longer term implications for economic competitiveness.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 The LEP Board is asked to note the analysis presented in the economic update and dashboard and consider how this relates to the work of the LEP and its strategy.

8. Background Documents

8.1 None

9. Appendices

Appendix 1 – Leeds City Region Economic Update Report
Appendix 2 – Leeds City Region Economic Dashboard

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ECONOMIC AND BREXIT MONITOR: LEEDS CITY REGION, MAY 2019

Key points at glance

This report presents the latest assessment of the Leeds City Region economy. It sets out recent national and international developments along with trends and forecasts for global growth. It considers in more detail the latest developments in Leeds City Region and the implications for the economy as the UK approaches its exit from the European Union.

National and international headlines

- The global economy had a stronger than anticipated start to 2019, with many key markets recording growth which exceeded expectations.
- **UK GDP increased by 0.5% in Q1 2019**, up from 0.2% in the last quarter of 2018. January and February saw strong growth, though GDP is estimated to have contracted by 0.1% in March.
- **GDP in the Eurozone increased by 0.4% in Q1 2019, double the rate of growth seen at the end of 2018.** Unemployment in the single market area also fell to its lowest level since 2008.
- **The US recorded GDP growth of 0.8% in Q1, up from 0.5% in Q4 2018.** Business investment in inventories and a decrease in imports were key contributors to growth.
- **Many leading forecasters expect global growth to slow in 2019** – partly as a result of a cyclical slowdown, but also as a consequence of a less certain global trading environment. The IMF expect global growth to slow from 3.6% in 2018 to 3.3% this year, before recovering in 2020.
- **The IMF have also revised their forecasts for the UK economy**, with a more pessimistic outlook now anticipating growth of 1.2% this year, and 1.4% next year.
- **The UK employment rate is at a record high of 76.1%**, and stable inflation combined with solid wage growth is helping incomes to grow in real terms.

Key City Region and local developments

- **The number of Leeds City Region residents in work increased by 3,200 (0.2%)** between Q3 and Q4 2018. The City Region employment rate increased from 73.1% in Q3 to 73.3% in Q4, but remains slightly below the record high of 73.7% recorded earlier in 2018.
- **The proportion of 16-24 year olds out of work in Leeds City Region has fallen to 9.7%** at the end of 2018, making Leeds City Region the only core city LEP area where the rate is below 10%. The comparable UK rate is 11.6%.
- **Manufacturers in Leeds City Region saw an increase in sales both domestically and internationally** in Q1 2019, according to the latest Chambers of Commerce Quarterly Economic Survey (QES).
- **Conversely, service sector companies saw both domestic sales and exports slow last quarter**, though both maintained growth.
- **Goods exports from the region increased by 7.8% to £18.1bn in 2018.** This increase is three times the 2.6% increase seen nationally with only the East Midlands seeing a similar growth rate over the year. The EU accounted for 60% of goods exports from the region in 2018, compared to 50% nationally.
- **3.7% more businesses started up in Leeds City Region during the first three months of this year** compared with the corresponding period of last year. This growth rate ranks Leeds City Region LEP at 14 out of the 39 LEPs.

Brexit implications and conclusions

- **Some Brexit-related issues appear to have given a short-term boost to national and local economies** of late, with stockpiling helping to drive business activity, particularly in the manufacturing sector.
- There are signs that the **stockpiling-driven momentum may be tailing off** now that the UK's departure from the EU is less imminent than had appeared in late Q1.
- HMRC data suggests **that our region remains more reliant than the country as a whole on the EU as an export market**, and whilst the value of exports has increased the number of businesses exporting has not increased significantly
- Whilst the recent trend towards **growth in full-time permanent employment is undoubtedly positive, it is also clear that there has been a persistent lull in capital investment.** Given the critical role that investment plays in productivity growth, this could have longer term implications for economic competitiveness.

These issues are explored in greater detail in the remainder of this document.

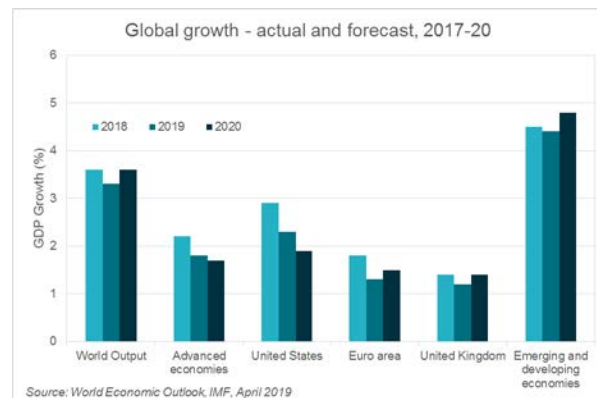
ECONOMIC AND BREXIT MONITOR: LEEDS CITY REGION, MAY 2019

Introduction

- This report presents the latest assessment of the Leeds City Region economy. It sets out recent global and national developments before considering in more detail the latest data for Leeds City Region and the implications for the economy as the UK approaches its exit from the European Union.
- New data available includes updated global economic forecasts from the IMF, whilst new official UK data is available on monthly GDP and the labour market for Q1 2019. There is also new official data on trade, inflation and retail activity and survey data on business sentiment.
- For Leeds City Region, the Quarterly Economic Survey with the Chambers of Commerce provides insight on business sentiment for Q1 2019. Labour market data from ONS for Q4 2018 and regional goods exports data from HMRC for the same period are also presented. Banksearch data on the number of new business bank accounts for Q1 2019 are also available.

Global economic and political developments

- The global economy had a stronger than anticipated start to 2019, with many key markets recording growth which exceeded expectations.
- GDP in the Eurozone increased by 0.4% in Q1 2019, double the rate of growth seen at the end of 2018. Unemployment in the single market area also fell to its lowest level since the onset of the downturn in 2008.
- The US recorded GDP growth of 0.8% in Q1, up from 0.5% in Q4 2018. Business investment in inventories and a decrease in imports were key contributors to growth.
- China also exceeded expectations, with GDP 6.5% higher in Q1 2019 than a year earlier. The stimulus package introduced to combat the effects of US trade tariffs and falling investment appear to have helped sustain growth.
- Many leading forecasters expect global growth to slow in 2019 – partly as a result of a cyclical slowdown, but also as a consequence of a less certain global trading environment. The IMF expect global growth to slow from 3.6% in 2018 to 3.3% this year, before recovering in 2020.
- Trade tensions have escalated again between the US and China. Whilst relatively positive economic data suggests the consequences have not been too severely felt so far, a stimulus package designed to offset some of the impacts has helped in China's case and there are concerns that the challenge could become more acute if key issues remain unresolved.
- A combination of increased tensions between the US and Iran, other geopolitical issues in the middle east, and economic challenges in other oil producing nations has seen the price of oil increase by over 40% so far this year. It is anticipated that prices could rise further, particularly if the above mentioned issues escalate.
- The IMF have also revised their forecasts for the UK economy, with a more pessimistic outlook now anticipating growth of 1.2% this year, and 1.4% next year. This is 0.1 percentage points below Eurozone forecasts in both years, with Brexit uncertainty continuing to weigh on the outlook.
- With the deadline for leaving the EU extended until October, there has been less focus on the immediate implications of Brexit of late. However, the Bank of England's Deputy Governor has warned that the delays meant further uncertainty for businesses, with implications for already low levels of investment.
- The recent collapse of cross-party talks combined with the potential impacts of the EU elections has led to some focus returning to the implications of a no deal / hard Brexit scenario. This emphasises the need for businesses to continue to plan in resilience against a range of potential Brexit outcomes.



Global economy summary: The loss of momentum seen in the global economy in late 2018 appears to have abated somewhat at the start of 2019. Despite this, growth is expected to dip from 2018 levels this year, and the ongoing Brexit uncertainty means that the UK outlook is a little less optimistic than in other major nations.

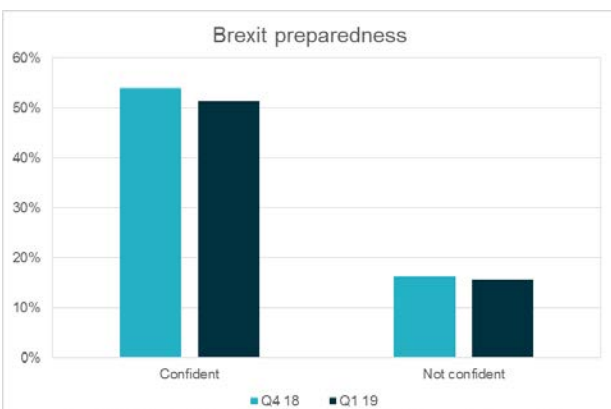
UK economic dashboard

Indicator	Latest position	Chart	Trend
Economic headlines	<p>UK GDP increased by 0.5% in Q1 2019, up from 0.2% in the last quarter of 2018. January and February saw strong growth, though GDP is estimated to have contracted by 0.1% in March. Manufacturing output increased by 2.2% over the quarter, with construction up 1% and services up 0.3%.</p> <p>UK public sector net borrowing has fallen to its lowest level since 2002.</p>	<p>UK GDP growth, 2008-18</p> <p>Source: Office for National Statistics, 2019</p>	
Confidence and sentiment	<p>The UK manufacturing sector showed signs of a slowdown in April, with the headline IHS Markit/CIPS PMI index falling from 55.1 to 53.1 (a reading of 50 or higher indicates growth). Brexit stockpiling has been a key factor in recent activity, but there are signs this is levelling off.</p> <p>Both the services and construction sectors returned to growth in April following declining activity earlier this year, but with readings around 50.5, activity in these sectors is subdued.</p>	<p>Purchasing Managers Index (PMI) by sector, 2016-19</p> <p>Source: Markit/CIPS PMIs, 2016-19</p>	
Labour market	<p>The number of people in work in the UK increased to 32.7 million in the three months to March 2019, up from 32.6 million at the end of 2018, according to ONS. The employment rate is at a joint record high of 76.1%. Full-time employment has accounted for all employment growth over the past year.</p> <p>Unemployment has fallen by 119,000 over the past year, to 1.3 million, an unemployment rate of 3.8% which again is the lowest on record.</p>	<p>UK employment growth 2008-19</p> <p>Source: Office for National Statistics, 2019</p>	
Trade and exports	<p>The volume of retail sales increased by 1.6% in the first three months of 2019 compared to the end of 2018. Volumes were up 5% over the year.</p> <p>The UK's trade deficit widened by £8.9 billion to £18.3 billion in the three months to March 2019. A widening goods deficit was largely responsible for this, with goods exports up £2.5bn and imports up £8.9bn.</p>	<p>UK retail sales, 2008-19</p> <p>Source: Office for National Statistics, 2019</p>	
Inflation and wages	<p>Inflation remained at 1.9% in March, unchanged from February. Housing costs, transport and recreation made upwards contributions to costs.</p> <p>Regular pay increased by 3.3% in the year to March 2019. Accounting for the effects of inflation, wages increased by 1.5% over this period.</p>	<p>Wage growth and inflation, 2012-19</p> <p>Source: Office for National Statistics, 2019</p>	

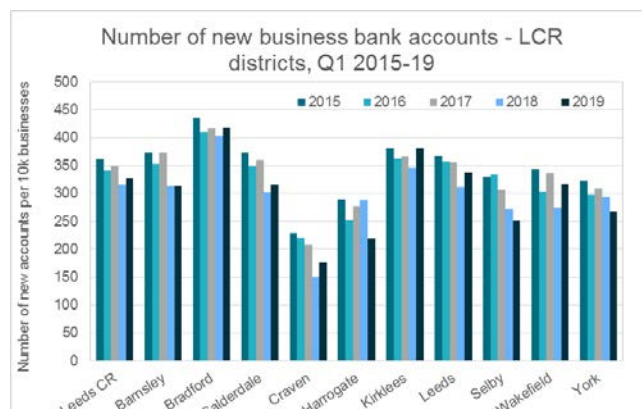
Brexit implications: The labour market remains a historic strong point for the UK economy, with the addition of more full-time, permanent jobs driving this and providing more secure employment. The tightness of the labour market appears to be driving wage growth and this in turn is supporting consumer activity in spite of Brexit uncertainty. Businesses appear to be less optimistic however. The uplift provided by stockpiling ahead of earlier Brexit deadlines appears to have driven a very strong quarter for manufacturers, but there are signs this may be subsiding.

Leeds City Region – Business Performance and Trade

- Manufacturers in Leeds City Region saw an increase in sales activity both domestically and internationally in Q1 2019, according to the latest Chambers of Commerce Quarterly Economic Survey (QES). The manufacturing net balance for domestic sales increased from 17% in Q4 2018 to 27% in Q1 2019. The export net balance moved from 14% to 30% over the same period (any reading over zero indicates growth).
- Conversely, service sector companies saw both domestic sales and exports growth slow last quarter. The domestic sales net balance fell from 37% to 29%, with exports dropping less markedly from 19% to 16%.
- The proportion of businesses saying they were confident in their preparations for a no deal Brexit dropped from 54% in Q4 2018 to 51% in Q1 2019. The Chambers report that some companies are actively pursuing more UK suppliers and customers as they offer a greater degree of certainty in the current environment.
- Two thirds of manufacturers remain concerned about raw material prices, with 58% citing exchange rates as part of the issue.
- Companies continue to report increasing pressures on cash flow, at least partly driven by stockpiling ahead of the anticipated original Brexit deadline at the end of Q1. Profitability expectations also fell in both sectors, down 5 points to 40% in services, and down 3 points to 27% in manufacturing.

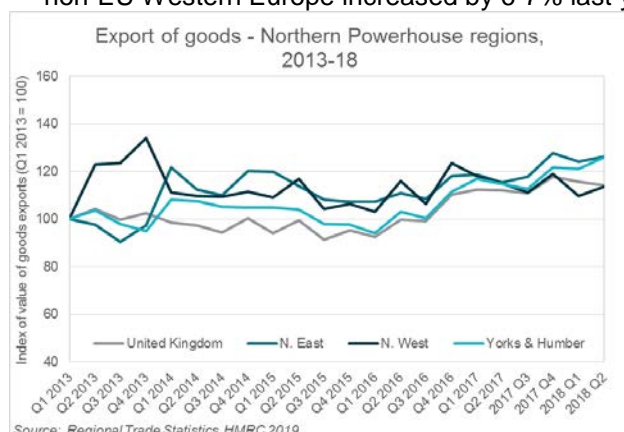


Source: Leeds City Region & Chambers of Commerce Quarterly Economic Survey, 2018



Source: BankSearch, 2019

- Yorkshire & Humber businesses exported goods worth £4.65bn in Q4 2018. Exports increased by 2% from Q3, similar to other northern regions and compared to 2.7% nationally.
- Goods exports from the region increased by 7.8% to £18.1bn in 2018. This increase is three times the 2.6% increase seen nationally, with only the East Midlands seeing a similar growth rate over the year (7.9%).
- Goods exports from Yorkshire & Humber to Europe increased by 12% over the year. The EU accounted for 60% of goods exports from the region in 2018, compared to 50% nationally. Exports to Asia, Oceania and non-EU Western Europe increased by 6-7% last year, though trade with North America declined 3%.



Source: Regional Trade Statistics, HMRC 2019



Source: Regional Trade Statistics, HMRC 2019

- 3.7% more businesses started up in Leeds City Region during the first three months of this year compared with the corresponding period of last year, according to latest data from BankSearch. 4,100 new business bank accounts were opened in Q1. This growth rate ranks Leeds City Region LEP at 14 out of the 39 LEPs.
- Selby, York and Harrogate have seen falls in the number of new accounts opened so far this year, though all West Yorkshire districts and Craven have seen increases.

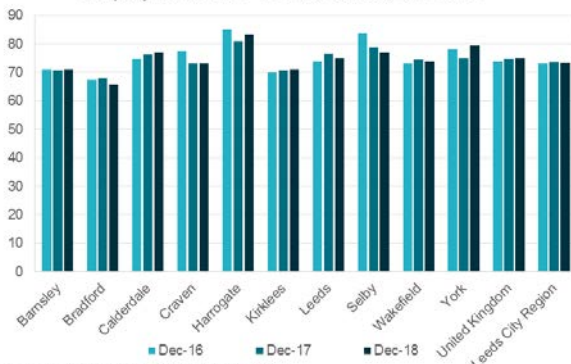
Brexit implications: The strong Q1 reported by manufacturers nationally appears to have been replicated locally. This is largely driven by Brexit-related issues, with stockpiling but also an increased focus on more domestic suppliers and customers appearing to be factors. Despite this, the EU's dominance as the region's main trading partner has, if anything increased in 2018.



Leeds City Region – Labour Market

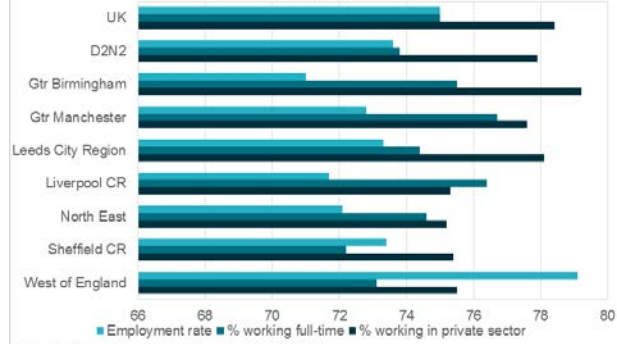
- The number of Leeds City Region residents in work increased by 3,200 (0.2%) between Q3 and Q4 2018. There are 1.41 million people in work across the City Region. There are however 3,000 fewer people in work than a year ago. The opposite picture is true in Greater Birmingham and Greater Manchester LEP areas, which have seen small falls in employment this quarter, but increases over the past year. Other core city LEPs in the North East, West of England and Sheffield City Region have seen employment increase both over the past quarter and the past year.
- The City Region employment rate increased from 73.1% in Q3 to 73.3% in Q4, but remains slightly below the record high of 73.7% recorded earlier in 2018. This is also below the UK rate of 75%, but comparable to D2N2 (73.6%), Sheffield City Region (73.4%) and Greater Manchester (72.8%).
- Unemployment in Leeds City Region fell by 4,200 (6.6%) last quarter. There are now 59,300 people unemployed, the first time the number has dropped below 60,000 since 2005. The unemployment rate has fallen to 4%, and again hasn't been lower since 2005. Only Liverpool City Region (3.5%) and West of England LEP (3.5%) have lower unemployment rates among core city LEPs.

Employment rate - LCR districts, Q4 2018



Source: Annual Population Survey, NOMIS, 2019

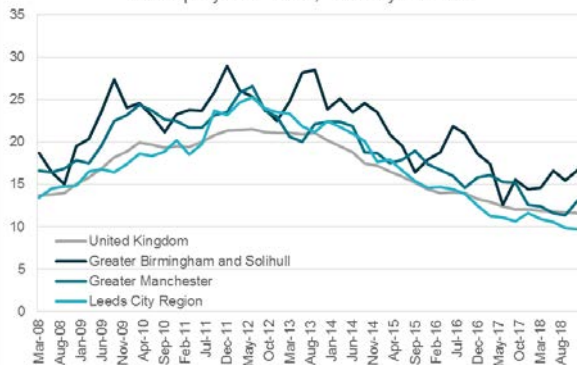
Key employment headlines, core city LEPs Q4 2018



Source: Annual Population Survey, NOMIS, 2019

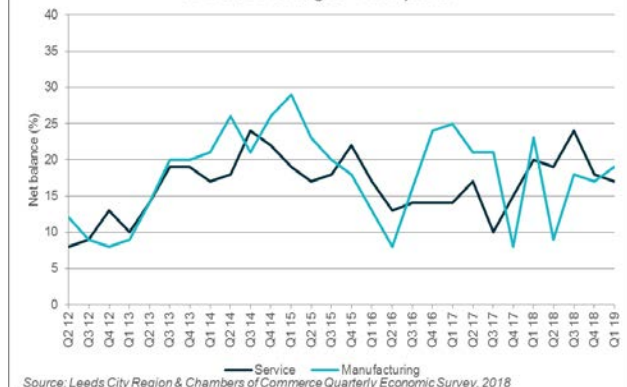
- Within the City Region Bradford saw employment increase most markedly in absolute terms, with 2,000 (1%) more people in work. Calderdale saw similar increases in percentage terms, with 1,000 more people in work. Kirkstree and Leeds both saw employment fall by 1,500, however.
- Despite the increase in employment this quarter, the employment rate in Bradford remains substantially below the City Region average at 65.8%. Harrogate (83.9%), York (79.3%), Calderdale and Selby (both 77%) all have employment rates in excess of the national average.
- The proportion of 16-24 year olds out of work in Leeds City Region has fallen to 9.7% at the end of 2018. This is lower than at any time for which data is available, and makes Leeds City Region the only core city LEP area where the rate is below 10%. The comparable UK rate is 11.6%.

Unemployment rate, 16-24 year olds



Source: Annual Population Survey, NOMIS, 2019

Workforce changes - last quarter



Source: Leeds City Region & Chambers of Commerce Quarterly Economic Survey, 2018

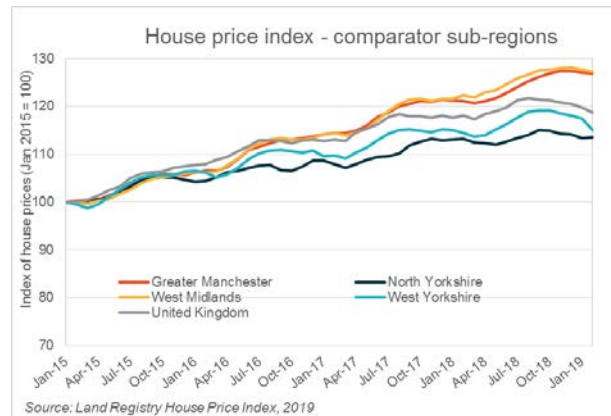
- The proportion of employers looking to expand their workforce remains relatively strong, according to the QES. Net balances of 19% of manufacturers and 17% of service sector firms increased their headcount in Q1 2019, comparable with levels seen in early 2016.

Brexit implications: The overall picture for the Leeds City Region labour market is relatively strong, with employment close to record levels and unemployment at historic lows. This mirrors the national picture in many respects, though local performance on youth unemployment appears particularly positive.

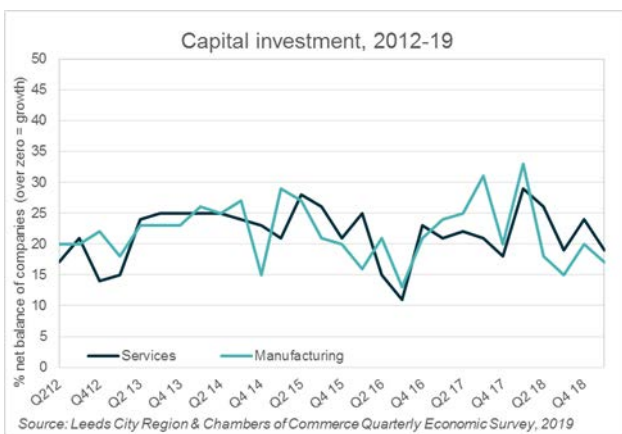


Leeds City Region – Housing, Property and Investment

- House prices in Yorkshire and Humber have been relatively static over the past year, with an average sale price of £155,700 in February 2019. Prices increased by 0.6% nationally over this period. The average sale price in Yorkshire is 31% below the national average.
- There is substantial variation within the Leeds City Region, with prices increasing by 8.7% in Craven, 5.5% in York and 3% in Barnsley and Calderdale. Conversely, prices were 3.3% lower over the year in Selby, and were largely flat in Leeds.



- House price growth has been below the national average in both West and North Yorkshire in recent years. The median price is 13.5% higher in North Yorkshire in February 2019 than it was in January 2015. Prices have increased by 15% in West Yorkshire.
- In both cases, this is below UK growth of 18.7%. Comparator areas such as Greater Manchester and the West Midlands have outpaced national growth since 2015, with prices increasing by around 27%.



- Business investment levels remain subdued and have been on a downward trajectory since the start of 2018 as businesses continue to delay decisions in the absence of greater clarity on Brexit. The net balance for capital investment fell by 5 points to 19% for the service sector, and by 3 points to 17% for manufacturers.
- There was a slight upturn in investment in training among manufacturers this quarter, though activity in this area remains relatively low, with net balances at 19% for both sectors.
- Some businesses report that stockpiling has led to increased demand and costs for warehousing and logistics, which is increasing pressure on prices.

Brexit implications: Business investment in capital projects remains subdued and is a key factor in Brexit considerations as businesses continue to delay or defer large scale investments until they receive greater clarity. This may be sustaining the strong employment picture, but may have longer term effects for productivity and competitiveness. For similar reasons, the housing market remains subdued nationally and locally.



Conclusions and outlook

- Some Brexit-related issues appear to have given a short-term boost to national and local economies of late, with stockpiling helping to drive business activity, particularly in the manufacturing sector. Nationally, manufacturing GDP increased by 2.2% in Q1, whilst the Chambers of Commerce QES shows particularly strong increases in domestic and overseas demand for the sector this quarter.
- There are signs that the stockpiling-driven momentum may be tailing off now that the UK's departure from the EU is less imminent than had appeared in late Q1. This is certainly indicated by survey data, and the small fall in monthly GDP in March would also support this, if confirmed.
- Manufacturers continue to report cost pressures arising from raw material prices and exchange rates. Increasing oil prices will not help in this regard, with further rises anticipated. The prolonging extension of Brexit uncertainty will also likely result in a prolonging of the period of elevated materials prices and greater currency fluctuation, with some predicting sterling could lose some of its recent gains.
- HMRC data suggests that our region remains more reliant than the country as a whole on the EU as an export market, and whilst the value of exports has increased the number of businesses exporting has not increased significantly. Recent strong performance may therefore again be linked to overseas customers bring forward future business to insure against disruption.
- More broadly, businesses appear to be increasingly looking to focus on domestic markets to improve their Brexit resilience, with some evidence that many are seeking more UK-based customers and suppliers. This may be prudent in the short-term and offers potential reshoring opportunities, but this should be balanced against a need to build on the region's recent strong export performance, and the potential for businesses to explore opportunities in new markets.
- There also remains debate as to whether the strong labour market evident both locally and nationally is a consequence of, or in spite of, Brexit. Some consider the health picture of rising employment as evidence of a robust economy, though others express concern that labour is being utilised as a cheaper and more flexible alternative to capital investment.
- Whilst the recent trend towards growth in full-time permanent employment is undoubtedly positive, it is also clear that there has been a persistent lull in capital investment. Given the critical role that investment plays in productivity growth, this could have longer term implications for economic competitiveness.
- This issue was highlighted by Bank of England Deputy Governor Ben Broadbent recently, who said a lack of clarity over the timing and nature of the UK's exit from the EU was leading businesses to delay investment decisions. He warned of the risks of this continuing until the revised deadline of October 31st, but also emphasised the potential for a significant upturn in investment should a deal be struck which releases pent up investment.
- Businesses in the City Region have expressed similar views, particularly those with overseas ownership. Many are unwilling to invest significantly in their UK operations until they have greater confidence in the future trading arrangements.
- The delayed departure date for Brexit appears to have removed some of the urgency from Brexit planning of late, but the fact that only half of business in Leeds City Region still felt prepared for a no deal scenario late in Q1 suggests that the current lull should be seen as an opportunity to continue preparations, rather than shift focus elsewhere. This is particularly true as European elections are likely to see the issue return to the centre of debate in the near term.

This briefing has been produced by the West Yorkshire Combined Authority Research & Intelligence team. Any comments or queries can be addressed to research@westyorks-ca.gov.uk

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National and international				Leeds City Region			
Indicator	Latest position	Chart	Trend	Indicator	Latest position	Chart	Trend
Economic headlines	<p>The global economy had a stronger than anticipated start to 2019, with many key markets recording growth which exceeded expectations.</p> <p>UK GDP increased by 0.5% in Q1 2019, up from 0.2% in the last quarter of 2018. January and February saw strong growth, though GDP is estimated to have contracted by 0.1% in March.</p>			Economic headlines	<p>Manufacturers in Leeds City Region saw an increase in sales both domestically and internationally in Q1 2019, according to the latest Chambers of Commerce Quarterly Economic Survey (QES). Conversely, service sector companies saw both domestic sales and exports slow last quarter.</p> <p>The proportion of businesses saying they were confident in their preparations for a no deal Brexit dropped from 54% in Q4 2018 to 51% in Q1 2019.</p>		
Business performance & confidence	<p>The UK manufacturing sector showed signs of a slowdown in April, with the headline IHS Markit/CIPS PMI index falling from 55.1 to 53.1 (a reading of 50 or higher indicates growth). Brexit stockpiling has been a key factor in recent activity, but there are signs this is levelling off.</p> <p>Both the services and construction sectors returned to growth in April following declining activity earlier this year, but with readings around 50.5, activity in these sectors is subdued.</p>			Business performance & confidence	<p>Companies continue to report increasing pressures on cash flow, at least partly driven by stockpiling ahead of the anticipated original Brexit deadline at the end of Q1. Profitability expectations also fell in both sectors.</p> <p>3.7% more businesses started up in Leeds City Region during the first three months of this year compared with the corresponding period of last year. This growth rate ranks Leeds City Region LEP at 14 out of the 39 LEPs.</p>		
Labour market	<p>The number of people in work in the UK increased to 32.7 million in the three months to March 2019, up from 32.6 million at the end of 2018, according to ONS. The employment rate is at a joint record high of 76.1%. Full-time employment has accounted for all employment growth over the past year.</p> <p>Unemployment has fallen by 119,000 over the past year, to 1.3 million, an unemployment rate of 3.8% which again is the lowest on record.</p>			Labour market	<p>The number of Leeds City Region residents in work increased by 3,200 (0.2%) between Q3 and Q4 2018. Unemployment fell by 4,200 (6.6%)</p> <p>The City Region employment rate increased from 73.1% in Q3 to 73.3% in Q4, but remains slightly below the 2018 record high of 73.7%.</p> <p>The proportion of 16-24 year olds out of work in Leeds City Region has fallen to 9.7%, making Leeds City Region the only core city LEP area where the rate is below 10%.</p>		
Trade and exports	<p>The volume of retail sales increased by 1.6% in the first three months of 2019 compared to the end of 2018. Volumes were up 5% over the year.</p> <p>The UK's trade deficit widened by £8.9 billion to £18.3 billion in the three months to March 2019. A widening goods deficit was largely responsible for this, with goods exports up £2.5bn and imports up £8.9bn.</p>			Trade & exports	<p>Yorkshire & Humber businesses exported goods worth £4.65bn in Q4 2018. Exports increased by 2% from Q3, similar to other northern regions and compared to 2.7% nationally.</p> <p>Goods exports from the region increased by 7.8% to £18.1bn in 2018. This increase is three times the 2.6% increase seen nationally. The EU accounted for 60% of goods exports from the region in 2018, compared to 50% nationally.</p>		
Inflation and wages	<p>Inflation remained at 1.9% in March, unchanged from February. Housing costs, transport and recreation made upwards contributions to costs.</p> <p>Regular pay increased by 3.3% in the year to March 2019. Accounting for the effects of inflation, wages increased by 1.5% over this period.</p>			Housing and property	<p>House prices in Yorkshire and Humber have been relatively static over the past year, with an average sale price of £155,700 in February 2019. Prices increased by 0.6% nationally over this period. The average sale price in Yorkshire is 31% below the national average.</p> <p>There is substantial variation within the Leeds City Region, with prices increasing by 8.7% in Craven, 5.5% in York and 3% in Barnsley and Calderdale. Conversely, prices were 3.3% lower over the year in Selby, and were largely flat in Leeds.</p>		
Summary	<p>Some Brexit-related issues appear to have given a short-term boost to national and local economies of late, with stockpiling helping to drive business activity, particularly in the manufacturing sector. There are signs that the stockpiling-driven momentum may be tailing off now that the UK's departure from the EU is less imminent than had appeared in late Q1. Whilst the recent trend towards growth in full-time permanent employment is undoubtedly positive, it is also clear that there has been a persistent lull in capital investment. Given the critical role that investment plays in productivity growth, this could have longer term implications for economic competitiveness.</p>						

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

Date: 6 June 2019

Subject: **Corporate performance**

Director: Angela Taylor, Director, Corporate Services

Author(s): Jon Sheard, Head of Finance
Louise Porter, Corporate Performance and Planning Manager

1. Purpose of this report

- 1.1 To provide the LEP Board with an update on a range of corporate and governance matters.

2. Information

- 2.1 It is proposed that a corporate performance report is submitted to each meeting of the LEP Board, to provide information on budgets, performance management, risk, audit, scrutiny and any other matters that emerge. This is in line with recommended practice as set out in the Strengthened Local Enterprise Partnerships document and in line with the commitments in the recently approved Assurance Framework.

Budgets

- 2.2 Capital and revenue budgets for the Combined Authority and LEP are monitored on a monthly basis.
- 2.3 A summary of the 2018/19 revenue budget and spend as at February 2019 is attached at **Appendix 1** A RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report.
- 2.4 The approved annual budget included a £1.4m deficit to be funded from general reserves. The forecasts undertaken in the late autumn suggested that expenditure was being managed within this figure and had indicated a £1.0m deficit by the year end. Work is currently underway to finalise the year end position, with early indications that the position will improve further.
- 2.5 The capital budget performance is included elsewhere on today's agenda.
- 2.6 The budgets for the current year 2019/20 were approved at the Combined Authority meeting on 14 February 2019. The approved revenue budget is

attached at **Appendix 2** and the indicative capital programme is shown in the table below.

Summary Capital Programme

Expenditure per programme	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Local Transport Plan	9,335	20,000	19,093	13,104
Highways Maintenance Plan	34,630	32,320	31,550	31,550
Major scheme Expenditure	1,905	6,971	712	119
Non LTP Funding (transport)	20,412	76,005	81,725	17,614
Growth Deal (WY+ TF)	84,878	121,603	159,275	200,696
Other economic growth funding	12,124	6,386	3,172	4,072
Total Expenditure	163,284	263,285	295,527	267,155
Financing				
LTP Grant	13,104	13,104	13,104	13,104
LTP Grant carry forward	9,116	12,885	5,989	
Highways Maintenance Plan	31,550	31,550	31,550	31,550
Non LTP Funding (Excluding Majors)	2,810	63,773	81,725	17,775
Growth Deal, Economy & WY+ TF	74,349	73,510	100,340	40,000
Other economic growth funding	11,458	6,826	3,024	1,306
Carry forward	107,494	75,933	18,873	18,725
Borrowing requirement	2,221	10,566	59,647	160,815
Total Funding Available	252,102	288,147	314,252	283,275

Performance against these approved budgets will be reported on during the year.

Corporate performance

- 2.7 The 2018/19 Corporate Plan for the Combined Authority set out three key long term ambitions for the organisation of boosting productivity, enabling inclusive growth and delivering 21st Century transport, with a key focus on delivery and devolution to achieve these. In order to measure the specific contribution of the Combined Authority towards these long term strategic goals, a set of 15 headline performance indicators was also developed. A copy of these indicators with details of the results achieved against these in the 2018/19 financial year is provided at **Appendix 3**.
- 2.8 The majority of headline indicators for 2018/19 have been met with nine assessed as 'green', eight of which have exceeded the original target set. There have been some notable successes in 2018/19 which include:
- Supporting over 2,900 business to grow and become more productive through the Business Growth Service
 - Supporting the creation of over 1,900 jobs through our trade and investment activity
 - Reaching over 14,000 disadvantaged students with targeted support on employment on employability, enterprise and careers education
 - Improving over 1,500 homes and saving 117,000 tonnes of carbon through our Better Homes Yorkshire scheme – warming homes and helping residents save money on their bills

2.9 Two indicators are assessed as 'amber' and are therefore expected to narrowly miss meeting the stated target. In total four indicators have been assessed as red in 2018/19 and in all cases the reasons for not achieving the anticipated targets largely relate to external factors outside of the direct control of the Combined Authority. Further detail about those indicators which have been assessed as red in 2018/19 and the factors which have led to this, is provided below:

- **The delivery of refurbished floorspace through skills capital projects** is currently fully met in 2018/19, due to an unanticipated delay in the programme for one of the key projects.
- **Supporting individuals to upskill in skills shortage areas** is not met as it relied on the delivery of two new ESIF (European Structural and Investment Funds) funded projects. Delays in contracting at the Department for Work and Pensions (DWP), the managing agent, have delayed the start of the [re]boot programme by seven months and the Employment Hub by nine months. Contracts have however now been signed and delivery will begin shortly so outputs have been rolled into 2019/20.
- **Supporting businesses to offer apprenticeships** is also not met as this too relied on the ESIF Employment Hub funding which was delayed by 9 months. Contracts have now been signed and delivery will begin shortly so outputs have been rolled into 2019/20. The low level of demand for the AGE grant has also impacted performance and a revised criteria has now been implemented to address this in 2019/20.
- The target of **increasing MCard smart ticket sales by 10%** has not been met over the course of the year. There have been however been some areas of significant growth in relation to young people's smart ticketing products which have exceed expectations. Sales of adult season ticket smart tickets have however remained largely static. To reflect this imbalance the West Yorkshire Ticketing Company Ltd reviewed their overall strategy in this area part way through the year and set a revised target to increase overall smart ticket MCard sales by 3-5%. The learning from this (which has been reflected in the 2019/20 performance measures), is that a series of individual, more specific targets for different segments of the market is likely to provide more useful in-year performance information.

2019/20 LEP Annual Delivery Plan

- 2.10 As LEP Board members will be aware, the Strengthened Local Enterprise Partnerships report established a new requirement for all LEPs to produce an annual delivery plan from 2019/20 onwards, to clearly set out proposals and targets for the year ahead. In addition from April 2020, an annual LEP review document is also required in order to provide an overview of performance against the previous year's delivery plan.
- 2.11 Members of the LEP Board considered the draft content for the Leeds City Region's 2019/20 delivery plan at their meeting of 26 March. In addition this also included a summary of LEP performance in 2018/19, which, while not

formally required this year, was considered to provide an important addition to the Region's first LEP delivery plan document. The Board agreed that final approval of the content of the document be delegated to the Combined Authority's Managing Director, in consultation with the LEP Chair.

- 2.12 Following the March LEP Board meeting further work was undertaken to design the document and a final copy of the LEP delivery plan and annual review is provided at **Appendix 4**. As previously reported to the LEP Board as well as being presented as a standalone document, the delivery plan will also form an integral part of the overarching Combined Authority Corporate Plan for 2019/20. The design of the Corporate Plan is currently being finalised and it is due to be presented to the Combined Authority at their meeting of 27 June.

Audit

- 2.13 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. The 2019/20 plan is available [here](#). It is a requirement of the Assurance Framework that the outcome of relevant internal audit assignments undertaken are provided to the LEP Board. At this stage of the year no audit assignments have been completed for 2019/20.

3. Financial Implications

- 3.1 As set out in the 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 LEP Board note the corporate performance information provided.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – 2018/19 revenue spend against budget

Appendix 2 – 2019/20 approved revenue budget

Appendix 3 – 2018/19 corporate performance snapshot
Appendix 4 – LEP Annual Delivery Plan 2019/20

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West Yorkshire Combined Authority - Summary

91%

Title	Budget 2018/19 £	February 2019 Actual £	%		RAG	Forecast 2018/19 £
Expenditure						
Salary & Pay Related Costs	20,919,698	17,348,051	82.9%	Reflects above average staff vacancies during the year		18,877,390
Indirect Employee Related Costs	556,450	688,716	123.8%	Overspend attributable to recruitment costs to vacant posts - see above		805,350
Premises Related Costs	6,184,194	5,322,447	86.1%	Spend in line with expectations - rents, rates paid in advance		6,414,684
Travel, Transport & Subsistence Related Costs	112,984	115,171	101.9%	Spend in line with expectations		123,402
Member Related Costs	153,168	129,878	84.8%	Spend in line with expectations		153,168
Office Supplies & Services	540,050	566,105	104.8%	Spend in line with expectations - spend profile not even during the year.		664,952
ICT & Telephony Costs	2,342,778	1,974,364	84.3%	Spend in line with expectations - ICT & telephony charges paid in advance		2,274,960
Professional & Consultancy Fees	2,296,718	1,884,339	82.0%	Spend in line with expectations		2,533,153
Corporate Subscriptions	39,398	25,750	65.4%	Spend in line with expectations - corporate memberships paid in advance		19,783
Marketing & PR Costs	1,315,079	1,002,011	76.2%	Spend in line with expectations - significant proportion of costs recovered		1,430,276
Insurance	279,400	304,941	109.1%	Small overspend due to impact of previous year claims history		302,400
Operator Payments (Transport)	27,397,250	25,992,774	94.9%	Spend slightly ahead of expectations - plans in place to address before year end		26,557,978
Pre Paid Ticket Cost	31,500,000	30,378,777	96.4%	Cost matched by income (see below) ##		32,500,000
Concessions	56,270,200	51,263,974	91.1%	Spend in line with expectations		55,445,118
Additional Pension Costs	2,245,800	2,074,410	92.4%	Spend in line with expectations - impact of one annual payment £1.3m		2,204,800
Financing Charges	5,670,000	2,156,873	38.0%	Spend in line with expectations - charges accrued at the year end		4,930,000
Grants	3,893,861	633,241	16.3%	Low spend below expectations - due to timing of payments		664,101
Other Miscellaneous Costs	514,958	305,708	59.4%	Spend in line with expectations		1,465,332
Contribution to External / Related Parties	277,606	81,885	29.5%	Spend in line with expectations - further spend expected in quarter three		283,379
Additional Savings Target	(1,455,000)	0	0.0%	Staff budget saving target - to offset against savings in salary budget above.		0
Contingency	200,000	0	0.0%	Pay award - to add to salary / pay budget		0
Total Expenditure	161,254,592	142,249,415	88.2%			157,650,226
Income						
Rail Admin Grant	(918,000)	(804,833)	87.7%	Received in arrears - forecast is £878k due to reduction		(878,000)
LEP General Funding Income	(1,234,000)	(613,131)	49.7%	Received in arrears and towards year end		(1,234,000)
Growing Places Fund Interest	(200,000)	(238,433)	119.2%	Received in arrears - currently at year end		(380,000)
Enterprise Zone Receipts	(1,968,000)	(821,459)	41.7%	10 instalments - nine received to date		(1,618,849)
Transport Levy	(94,198,000)	(94,198,000)	100.0%	Received in full at the start of the year		(94,198,000)
Bus Service Operator Grant (BSOG)	(1,942,000)	(2,063,592)	106.3%	Received in arrears		(2,063,592)
Education Contribution to Transport	(6,768,000)	(3,896,725)	57.6%	Some receipts in advance / others in arrears. Overall on budget.		(6,768,000)
Bus Station Tenant Income	(1,472,464)	(1,294,187)	87.9%	Received in arrears		(1,487,236)
Bus Station / Services - Other Income	(2,866,121)	(1,904,287)	66.4%	Received in arrears		(2,876,477)
Admin Recharges	(2,247,672)	(1,919,443)	85.4%	Received in arrears		(2,225,629)
Capitalisation of Revenue Costs	(6,803,125)	(5,236,113)	77.0%	Income matches expenditure (see above) ##		(4,110,405)
Pre Paid Ticket Income	(31,500,000)	(30,378,777)	96.4%	Received in arrears - being reviewed with budget holders.		(32,500,000)
Other Income	(7,684,973)	(3,984,167)	51.8%			(6,307,021)
Total Income	(159,802,355)	(147,353,146)	92.2%			(156,647,209)
Net Expenditure	1,452,237	(5,103,731)	-351.4%			1,003,018

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West Yorkshire Combined Authority - Summary 2019/20 Budget

Expenditure	Delivery £	Economic Services £	Policy, Strategy & Comms £	Corporate Services £	Corporate (other) £	Transport Services £	Total £	2020/21 Total £
Salary & Pay Related Costs	4,198,684	3,569,702	5,694,884	3,372,823	529,184	6,209,343	23,574,620	24,194,453
Indirect Employee Related Costs	450	3,500		385,000			388,950	377,950
Premises Related Costs						6,238,026	6,238,026	5,981,606
Travel, Transport & Subsistence Related Costs	3,500	27,172	20,000	6,500	14,000	40,490	111,662	94,062
Member Related Costs					220,000	1,168	221,168	221,168
Office Supplies & Services				54,800		455,950	510,750	541,750
ICT & Telephony Costs	50,000		58,971	1,413,094		1,092,067	2,614,132	2,457,591
Professional & Consultancy Fees	200,000	1,169,240	839,000	158,600	66,610	380,100	2,813,550	1,758,611
Marketing & PR Costs		1,307,255	525,500			244,891	2,077,646	1,136,355
Insurance					304,900		304,900	304,900
Operator Payments (Transport)						25,601,325	25,601,325	24,655,336
Concessions						56,446,802	56,446,802	55,777,810
Additional Pension Costs					2,301,600		2,301,600	2,281,600
Financing Charges					5,465,000		5,465,000	5,570,000
Grants		2,653,708					2,653,708	1,862,564
Third Party Delivery		3,770,479					3,770,479	3,480,526
Miscellaneous Costs	500		2,250	2,400	305,500	82,424	393,074	93,074
Contribution to External / Related Parties				9,468	311,761	3,515	324,744	323,951
Staff Vacancy Savings Target			(446,619)		(600,000)		(1,046,619)	(1,049,989)
Total gross revenue expenditure	4,453,134	12,501,057	6,693,986	5,402,686	8,918,555	96,796,100	134,765,517	130,063,318
Direct cost contribution								
Govt grants and awards		(10,695,903)					(10,695,903)	(5,532,881)
Bus services operator grant						(2,063,592)	(2,063,592)	(2,063,592)
Education Contribution to Transport						(6,768,000)	(6,768,000)	(6,768,000)
Bus Station - Tenant Income						(1,583,085)	(1,583,085)	(1,574,566)
Bus Station / Services Income (PPT, Depart Chgs)						(2,848,798)	(2,848,798)	(2,881,604)
Admin Recovery (Staff Secondments)			(261,000)			(2,144,536)	(2,405,536)	(2,383,536)
Capital recovery	(4,627,370)	(490,936)	(1,373,671)	(1,150,564)		(152,200)	(7,794,741)	(8,037,314)
Other third party income		(398,976)	(350,000)		(20,000)	(1,069,920)	(1,838,896)	(1,672,896)
Net revenue requirement	(174,236)	915,241	4,709,315	4,252,122	8,898,555	80,165,969	98,766,966	99,148,929
Funding available								
Rail Income						(878,000)	(878,000)	(439,000)
LEP General Funding Income						(1,234,000)	(1,234,000)	(1,234,000)
Growing Places Fund Interest						(300,000)	(300,000)	(200,000)
Enterprise Zone Receipts						(1,958,320)	(1,958,320)	(2,126,054)
Transport Levy						(93,198,000)	(93,198,000)	(92,198,000)
Net Expenditure Total							1,198,646	2,951,875








Total approved by the Combined Authority (1/2/18)

1,198,646





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APPENDIX 3: Progress against 2018/19 Key Corporate Plan priorities



Boosting Productivity				
Indicator	Target	Status	RAG	Notes
A Local Inclusive Industrial Strategy for the City Region	By 31/03/19	Ongoing		Now planned to be in wave 3 – to be delivered by December 2019. Timelines have been clarified with BEIS. Action plans in place for all workstreams and joint approach with YNYER LEP developed. Development of evidence base is on-track.
257 Delivery of new and refurbished skills floorspace through economic regeneration projects funded by our Growth Deal	24,898m ² new	9,700 sqm		4,500sqm opened Sept 2018 5,200sqm opened Q4 18/19 (all floors open & operational but not full Practical Completion) The remaining 15,198sqm currently on site and will complete and open and operational to students in Q2 19/20 as planned The amber rating reflects that the floorspace itself has now largely been delivered - but with practical completion due in July 2019.
	12,100 m ² refurbished	2,500 sqm		2,500sqm completed in Q4 18/19 The remaining 9,600sqm will complete in later years (6,000sqm in 19/20 – some works have been undertaken but the full refurbishment works will complete Qr 2 19/20 and 3,600sqm in 20/21 due to delays on the project).
Supporting businesses who want to grow through our business growth service	2,750 businesses	2,920		Target achieved
Supporting the creation of jobs in those businesses receiving intensive support from our growth service	500 jobs	1,161		Target achieved
Supporting the creation of a further new jobs in the region through the work of our inward investment service	1,500 jobs	1,933		Target achieved
Enabling a high % of those businesses who receive intensive support from the business support service to achieve growth	75%	81%		This is an annual target. Figure quoted is based on a relatively small sample of businesses supported in 2015/16 and 2016/17 where it is possible to show impact over time. The study will be updated in summer 2019 to include 2017/18 data.

Inclusive Growth



Indicator	Target	Status	RAG	Notes
Delivering an enhanced model of employability, enterprise and careers education to disadvantaged students	To reach 12,000 students	14,036		Target achieved Employer encounters delivered to students who receive pupil premium across Leeds City Region. The enhanced model of 12,000 meaningful encounters are records of two pupil encounters within the financial year.
Supporting individuals to upskill in skills shortage areas	1,250 individuals	198		We have significantly under-achieved against this target as it relied on the delivery of two new ESIF funded projects. Delays in contracting at DWP (the managing agent) have delayed the start of the [re]boot (by 7 months) and Employment Hub (by 9 months) contracts. Contracts have now been signed and delivery will begin shortly so outputs have been rolled into 2019/20.
Supporting businesses to offer apprenticeships	1,000 businesses	43		We have significantly under-achieved against this target as it relied on the delivery the new ESIF funded Employment Hub project. Delays in contracting at DWP (the managing agent) have delayed the start of the project by 9 months. Contracts have now been signed and delivery will begin shortly so outputs have been rolled into 2019/20. The low level of demand for the AGE grant has also impacted performance and a revised criteria has now been implemented.
Improving homes through the Better Homes programme	1,000 Homes	1,566		As at end of March 2019. Maximised additional funding opportunities that arose during the year to support improvement of more homes.

258

21st Century Transport

Indicator	Target	Status	RAG	Notes
Delivery of a programme of significant transport projects by end of March 2019	13 complete 11 on site	17 <i>complete</i> 15 <i>on site</i>		<p>Complete: 12 x Bus Hotspots Bradford Interchange short stay car-park Mirfield A Park & Ride CCTV at bus stations Real time installations at Morley and South Elmsall Hubs 367 LPTIP LED Real Time installations</p> <p>On site: 11 x Bus Hotspots with a further 3 anticipated to commence before the end of March 19 Castleford Rail Station Mytholmroyd & Hebden Bridge Rail P&R 123 LPTIP LED Real Time installations rolled over to 2019/20</p>
Support partners to deliver significant transport projects by March 2019 259	2 complete 9 on site	7 <i>complete</i> 6 <i>on site</i>		<p>Complete: YORR junction improvements Phase 1 A629 Phase 1a Wakefield City Centre Package Phase 1 – Kirkgate CityConnect – 4x Canal Towpath Schemes (Airedale Greenway; Rochdale Canal Phase 1; Huddersfield Narrow Canal Phase 1, Calderhebble)</p> <p>On site: East Leeds Orbital Route City Connect schemes: - Leeds City Centre - Bradford Canal Road - York Scarborough Bridge</p> <p>YORR junction improvements Phase 2 Hard Ings, Keighley Glasshoughton Southern Link Road UTMC element A – on-street works</p>

21st Century Transport

Indicator	Target	Status	RAG	Notes
Increase MCard (smart ticket) sales	10% increase	3.6 % <i>increase</i>		Up to the end of February 2019 - expected to increase following inclusion of March 2019 data Under review with West Yorkshire Ticketing Co. Ltd - WYTCL has set 3-5% target increase in their strategy
Increase the proportion of travel information interactions/enquiries made on line	98% of enquiries online	97.5%		Actions to increase online enquiries continuing

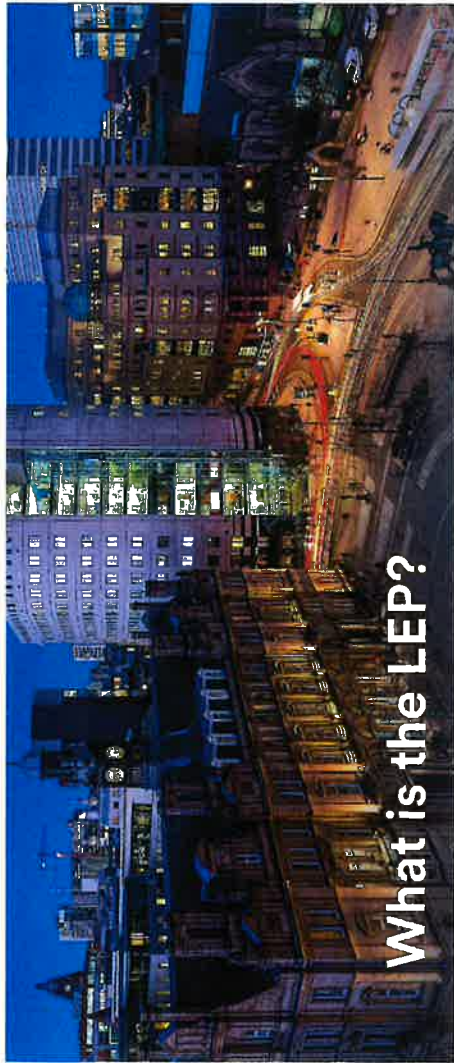


Working in
partnership
with the



Annual Review 2018/19 and Delivery Plan 2019/20





What is the LEP?

We unlock the Leeds City Region's vast economic potential by enabling businesses to grow and develop. We work with partners across the public and private sectors, including the West Yorkshire Combined Authority, with the goal of stimulating growth that will create jobs and prosperity for everyone who lives, works and does business here.

LEP impact – 2018/2019

This year has been significant for the LEP with 2018/19 seeing the LEP work even more closely with the Combined Authority to make a real difference to local people and our economy – and play a specific role in ensuring that projects and services meet the needs of our region's employers. Take a look at some of the highlights from the last year:



“This year has been fantastic for the LEP. Working closely with the West Yorkshire Combined Authority, we have achieved extraordinary growth that will have a real, long-lasting impact on the people who live and work in our region.”

Roger Marsh OBE –
Chair of the Leeds City Region
Enterprise Partnership (the LEP)

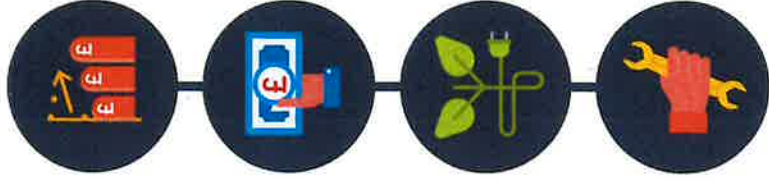
LEP impact – 2018/19

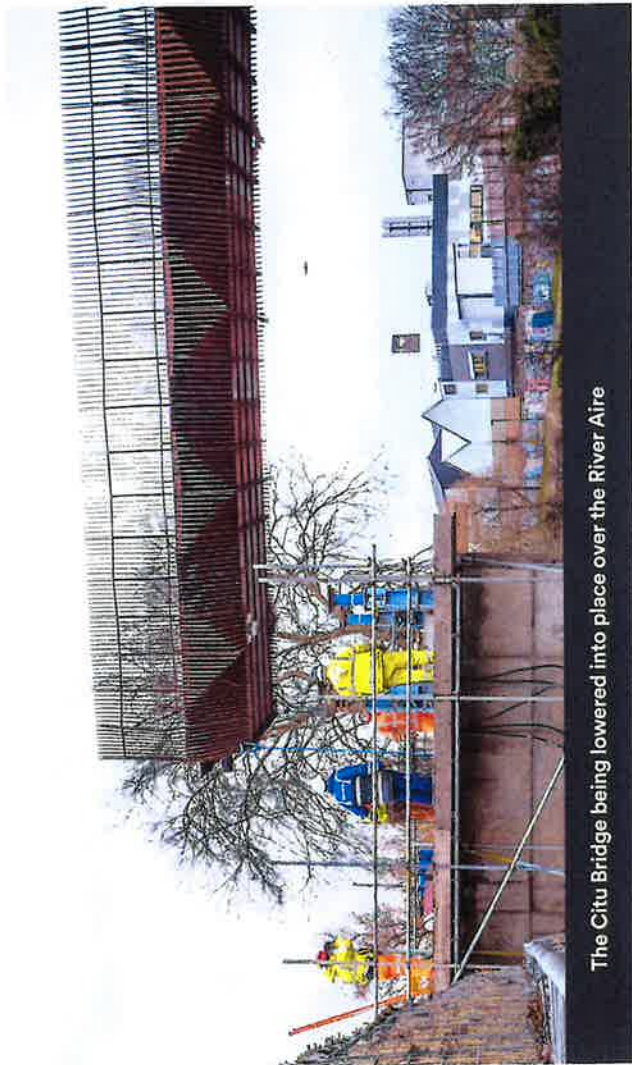
I Supporting businesses to grow

The LEP is also responsible for directly delivering services to support growing businesses, inspire people to gain economically valuable skills and attract major investments.

This year, the LEP has:

- Supported over 1,500 businesses to grow and become more productive through the LEP Growth Service – taking the total number of businesses supported since 2015 to over 10,000
- Provided £9 million of LEP grants to help over 600 small and medium-sized businesses to grow
- Created 1,940 jobs through trade and investment activity
- Recruited almost 250 businesses to help school pupils develop work-ready skills through the Enterprise Adviser Network
- Helped over 250 businesses to reduce their energy bills and lower their carbon emissions through the Resource Efficiency Fund
- Helped city region businesses tap into new overseas markets through delegations to trade events including MIPIM, Arab Health in Dubai and Smart Cities Expo in Spain as well as others in Hong Kong, China and Germany
- Launched a productivity pilot investing £500,000 in manufacturing businesses enabling them to invest in new equipment and processes
- Established a careers hub in Kirklees linking schools and businesses and worked with Burberry to develop a creative careers programme





The CITU Bridge being lowered into place over the River Aire

Creating the environment for growth

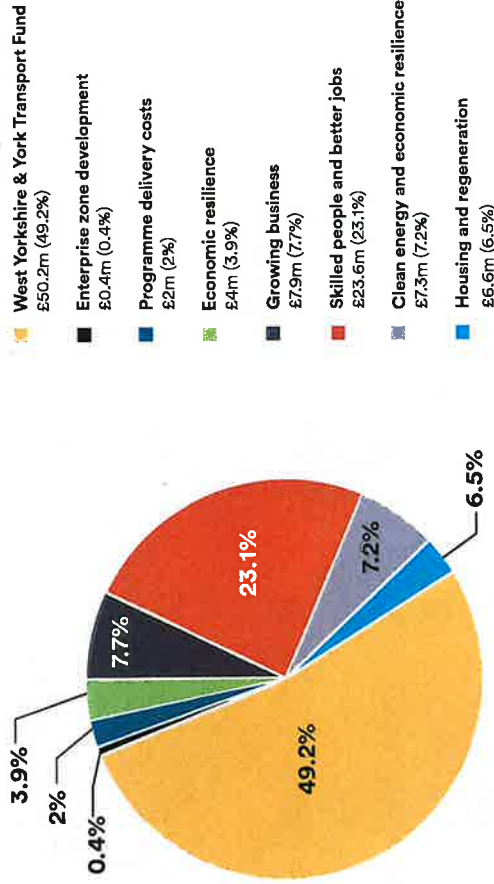
In 2014, the LEP secured a £1 billion-plus Growth Deal with Government which includes the West Yorkshire and York Transport Fund and provides funding for a significant number of Combined Authority and LEP projects and programmes. The LEP Growth Deal – the largest in the country – accelerates economic growth across the entire City Region by improving local transport links, accelerating housing growth and town centre regeneration, developing a skilled and flexible workforce, supporting growing businesses and building a zero carbon economy.

This year marked the halfway point in the delivery of the Growth Deal which, so far, has:

- Created 5,500 jobs
- Safeguarded 22,000 jobs
- Invested £335 million to support economic growth, job creation and transport improvements across the region
- Unlocked an extra £342 million of public and private sector investment
- Opened up land for over 1,900 homes to be built

The Growth Deal now includes **128 projects** - 20 of these have now been completed, 35 have started on site and the remainder are in the development stages.

In 2018/19, we've invested our Growth Deal funding in the following areas:



This has enabled us to deliver:

- Increased Park and Ride opportunities across the region, including 170 new, free spaces created at Fitzwilliam, Mirfield and South Elmsall railway stations, with further schemes in development
- £2 million investment in new flood defences, including a scheme to protect 118 businesses in Skipton and the surrounding area
- Over £19 million of grant and loan investment in new, world-class college facilities, and £8 million match funding
- An additional 10 schemes to get underway, including the development of new housing and commercial sites in Wakefield city centre and Halifax town centre
- Significant progress on Enterprise Zones across the region, with Kirklees Lindley Moor West and South Kirkby starting on site and funding agreements in place for development works at Clifton and Staithgate Lane

THE QUEENS

Bringing Channel 4 to our region

In October 2018, Channel 4 confirmed that Leeds City Region will be the home of its new national headquarters. The announcement followed two years of discussions with the broadcaster led by the LEP with support from partners across the region.

The move, scheduled to take place in 2019, will see Channel 4 benefit from one of the youngest and fastest growing labour markets in the UK. It is also set to contribute to the creation of more than 1,200 jobs and an economic impact of £1 billion over the next decade.

Leeds City Region

Annual Review 2018/19 and Delivery Plan 2019/20



The most transparent LEP in the country

This year, the LEP has continued its journey to become the most transparent LEP in the country, implementing a series of measures that go much further than the national best practice guidance. The LEP now holds all its meetings and sub-committee meetings in public, publishes reports and minutes from its meetings on the Combined Authority website, and publishes details of grants awarded to businesses in Leeds City Region. The LEP also works to an Assurance Framework that ensures all funding is subject to a consistent level of rigour and scrutiny.

Roger Marsh OBE has chaired the LEP since 2013 and in that time he has worked tirelessly to champion the City Region as a globally recognised place where people can build great businesses, careers and lives.

His outstanding contribution to the regional economy was recognised when he won the prestigious Ambassador award at the Yorkshire Business Masters Awards 2019.

In addition to his role at the LEP, Roger chairs the NP11 – the influential body made up of the chairs of each of the 11 LEPs located within the Northern Powerhouse. He also chairs the Strategic Oversight Board of the Northern Powerhouse Investment Fund which has, so far, invested more than £50 million in small and medium companies across the Northern Powerhouse area.

He is also Chair of The Piece Hall Trust, leading the independent charity tasked with transforming the Grade I listed building in Halifax. He is a member of the Council of the University of Leeds and an Honorary Doctor of the University of Huddersfield. He is also the Yorkshire and the North East representative on the Institute of Directors Council. In October 2018, Roger was appointed as an expert panel member to the Government's Rail Review.

Roger has more than 30 years' experience of business recovery, turnaround and insolvency including practical experience of dealing with challenging financial, operational and sensitive management issues within a wide range of sectors.

He was awarded an OBE in the Queen's Birthday Honours list in 2015 for Services to Business and the Economy.

Roger Marsh OBE
– Chair of the Leeds City Region Enterprise Partnership (the LEP)

Business plan – 2019/20

What's coming next?

In 2019/20 we will continue to work with our partners to deliver against the long term ambitions we have in place for our region, focusing on our four priorities:

1. Boosting productivity
2. Enabling inclusive growth
3. Delivering 21st Century transport
4. Supporting clean growth

In 2019/20, we'll invest in services and projects worth £398 million to benefit local people and the economy.

As a result of this investment we will:



Support 3,000+ businesses



Invest £105 million of Growth Deal funding in major infrastructure schemes



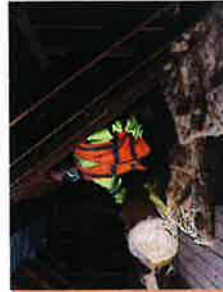
Enable 20 million passenger journeys per year



Support 18,000 disadvantaged students



Complete projects to warm 750 homes and make them more energy efficient



Our plans for 2019/20

Boosting productivity

We aim to help businesses to grow and bring new investment into the region to drive economic growth and create jobs. Over the coming year, we will:

- Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present
- Support 3,025 businesses in our region to grow and become more productive – with 1,035 receiving intensive support
- Develop five new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms secure new investment
- Help 350 businesses to increase their overseas export activity
- Attract global investors to the region creating 1,700 jobs
- Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors
- Continue to deliver development projects for our Enterprise Zones

Enabling inclusive growth

We aim to ensure that economic growth leads to opportunities for all who live and work in our region. Over the coming year, we will:

- Develop an Inclusive Growth Strategic Framework for the City Region which will identify strategic funding opportunities and partners and form the basis for an inclusive growth programme
- Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the real living wage or above
- Help 18,000 disadvantaged students prepare for careers with skills training and advice
- Enable 1,000 businesses to engage with education and skills initiatives and create 800 new apprenticeships
- Connect 5,277 homes and businesses in the City Region to superfast broadband
- Provide accessible transport services for 5,000 people with personalised transport needs
- Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year



Leeds City Region

Delivering 21st Century transport

We aim to create efficient transport infrastructure that makes it easier to get to work, do business and connect with each other. Over the coming year, we will:

- Deliver £60 million of improvements to bus, road and rail travel funded through the Connecting Leeds programme
- Continue developing the bus alliance with operators to deliver better and affordable services for passengers
- Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities
- Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and improvements to York Outer Ring Road
- Help more people feel the health, financial and environmental benefits of cycling and walking through our CityConnect programme, working with schools, businesses and communities
- Continue to influence regional and national transport investment programmes, attracting more investment to our region
- Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year
- Continue to develop our transport services by increasing digital payment options and information displays to make services easier and more convenient for people to use



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Supporting clean growth

We aim to grow our region's economy while also cutting greenhouse gas emissions, including carbon dioxide emissions. Over the coming year, we will:

- Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme
- Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses
- Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network
- Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice
- Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020
- Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy
- Set out how we will achieve our ambition to become a zero carbon City Region by 2036



The LEP is working with businesses to improve their energy efficiency

Leeds City Region

Completion of Skills Capital

The £80 million Skills Capital programme – the largest package of skills capital investment in the country – will largely complete in 2019. The state-of-the-art Leeds City College Quarry Hill Campus will open in September 2019 after receiving Growth Deal funding. Other facilities supported include The Dewsbury Learning Quarter, Wakefield College Advanced Skills and Innovation Centre, Calderdale College and the Northern Dental Education Centre (NORDEC) at Bradford College.



Energy Strategy – Leeds PIPES

Work is continuing to bring low carbon, lower cost heating and hot water to homes in Leeds whilst also cutting 22,000 tonnes of carbon emissions every year. The Leeds PIPES Network, which is part funded by the Growth Deal, uses super-insulated steel pipes to transfer heat from the Recycling and Energy Recovery Facility (RERF) in the Aire Valley to homes and businesses in the city. Almost 2,000 homes will be connected between summer 2019 and autumn 2020.



Transport Fund investment in Bradford

More than £10.8 million from the West Yorkshire-plus Transport Fund is being invested in a number of projects that will reduce journey times and improve air quality in Bradford. In May, work started on the Hards Road Improvement Scheme in Keighley to improve road conditions and create better facilities for cyclists and pedestrians. Work will also start on major junction improvements at the Harrogate Road New Line junction at Greengates and at three roundabouts on the A6177 Outer Ring Road.

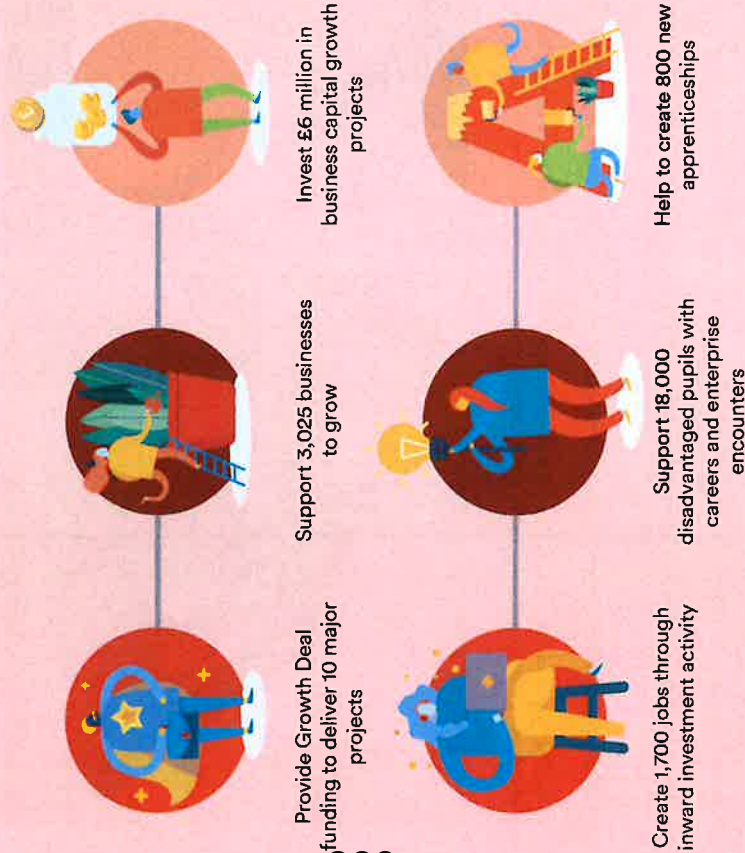
The Employment Hub

The Employment Hub was launched this year to address current and future skills shortages within the Leeds City Region. The free service will help more than 6,000 young people aged 15-24 over the next three years. It will enable them to better understand the workplace and discover work and training opportunities across the region. Businesses will receive a free package of support including information on training opportunities, the benefits of hiring an apprentice and how investing in skills can boost productivity.

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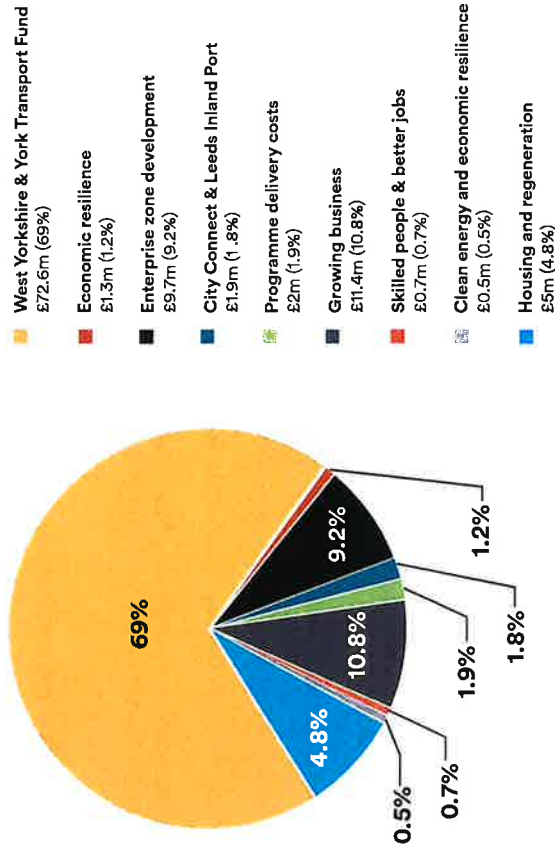
LEP delivery plan – 2019/20

In 2019/20, the LEP will build on the progress of the last 12 months – going further and faster to deliver even greater benefits for the region.



Delivering the Growth Deal

The LEP remains on track to achieve delivery of the largest Growth Deal in the country. In 2019/20 we will invest £105 million Growth Deal funding in the following areas:



This will enable:

- 10 projects to be completed
- 21 projects to start on site

The Growth Deal supports economic development, regeneration and transport projects. In earlier years, funding focussed on projects which could be started and delivered relatively quickly, such as improving facilities at colleges within the City Region. Many of those projects have now been completed and the focus of Growth Deal expenditure has moved to transport projects. These are generally more complex and involve multiple stages of development including feasibility studies, the purchase of land and gaining of planning permission before construction can begin. This has resulted in a significant increase in spend on transport projects this year compared to previous.

A full list of performance indicators can be found in the technical appendix. Highlights include:

- The completion of Leeds City College – Quarry Hill campus which will open to students in September 2019
- Extension work on four railway station car parks to increase capacity and access to rail by creating 350 new parking spaces
- Supporting over 3,000 businesses through our business growth service
- Starting works at Harrogate Road – New Line in Bradford, a project to reduce congestion on the fourth most overcrowded road in the UK
- Continuing to deliver seven flood prevention schemes to protect homes and businesses
- Starting work on the construction of a new road as part of the East Leeds Orbital Route which will unlock land to for up to 5,000 new homes



Leeds City College – Quarry Hill campus



Leeds City Region at MIPIM 2019

Supporting businesses to grow

In 2019/20, the LEP will continue its work to support growing businesses, inspire people to gain economically valuable skills and attract major investments. A full list of performance indicators can be found in the technical appendix. Key success measures include:

- Delivering intensive support to 1,025 businesses, in partnership with local councils, to help create 650 jobs
- Helping 350 businesses trade overseas and develop stronger links with emerging markets
- Attract new investment to the region with 30 inward investment successes
- Helping 1,000 people upskill in sectors of skills shortage
- Relaunching the LEP Growing Places Fund using returned investment from previous programmes to unlock land for future homes and jobs

Delivering a return on investment

The LEP Growing Places Fund was launched in 2012 to provide loan funding to support capital projects, focusing particularly on infrastructure and regeneration of brownfield land. To date, the programme has supported nearly 20 borrowers to kick-start projects, so far creating 829 jobs, 31 apprenticeships, 785 new homes and almost 59,000 square metres of commercial floor space. More than £16 million has been repaid so far with much more to follow, providing ongoing investment to support jobs and growth in the region.

Strategic activity and influencing

This year, the LEP will also continue its strategic activity, working closely with a wide range of partners to influence policy-making for the benefit of the region. Key activities include:



Local Industrial Strategy

The LEP will develop a bold Local Industrial Strategy, to boost productivity and drive clean and inclusive growth. Sitting at the heart of a long-term strategic policy framework, the strategy will focus on bold steps aimed at boosting productivity and driving both inclusive and clean growth for a post-2030 economy.

UK Shared Prosperity Fund

The LEP will carry on its work with Government to help shape the new UK Shared Prosperity Fund, to support regional economic growth after the UK leaves the EU. The LEP will continue to call for this post-Brexit funding for local economic growth to exceed existing domestic and EU funding allocations for the Leeds City Region, and put more control of funding decisions in local hands.

NP11

The NP11 is an influential, Government-funded body which is made up of the Chairs of the 11 LEPs located within the Northern Powerhouse. It is chaired by Roger Marsh OBE, the Chair of our LEP. It was established in 2017 by the Northern Powerhouse Minister, Jake Berry MP, to work with Government to deliver on the Northern Powerhouse ambition.

Transport for the North

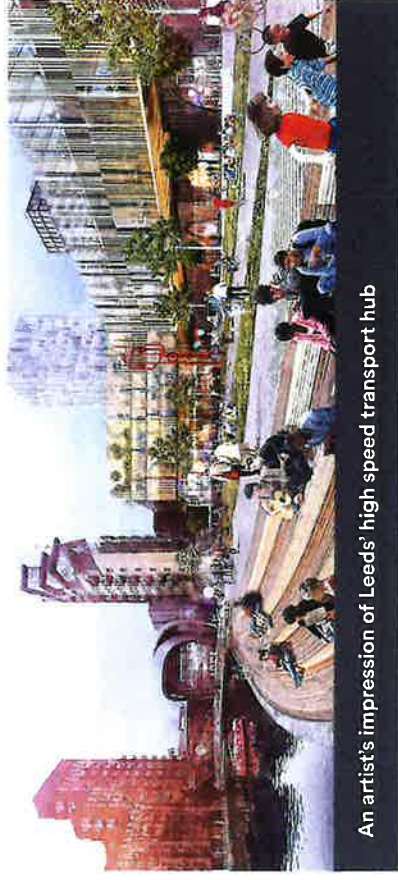
The LEP, working closely with the Combined Authority, will continue to be an active partner of Transport for the North (TfN) to ensure that the City Region's transport priorities are reflected both in the programme itself and through funding opportunities. Working with TfN, the LEP will also continue to champion the need for investment in our rail networks, particularly through HS2, Northern Powerhouse Rail and the Transpennine Route upgrade.

Strategic transport pipeline

The LEP supports the Combined Authority's strategic transport plans, particularly the development of an integrated City Region transport network. These proposals will be developed in conjunction with the National Infrastructure Commission following the announcement that the region was one of five places they have chosen to work with to develop transport plans. The plans will be developed to align with our policies on infrastructure, housing and flood prevention.

Strengthening Local Enterprise Partnerships and Improving transparency

The LEP remains committed to implementing the changes set out in the Government's Strengthening Local Enterprise Partnerships report. This outlines how Government will work with LEPs to build on their achievements to date and strengthen their accountability. We are exploring a merger with the York, North Yorkshire and East Riding LEP to create a new LEP covering the whole of West and North Yorkshire. As we move forward, we will ensure the highest standards of transparency and accountability are upheld.



Our boards – The Combined Authority

The Combined Authority is made up of elected politicians from the councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus York and the LEP Chair representing the views of business. All decisions taken – including those relating to investment – are approved at meetings in public of the Combined Authority which takes place six times a year.

Our organisational structure

Our officer team is organised into four directorates focusing on:

- 1. Policy, Strategy and Communications –** Developing policies and strategies to transform the region, securing the investment to put those policies into action, and championing the region's interests nationally and internationally
- 2. Delivery –** Overseeing our multi-million pound programme of capital investment in transport improvements and economic regeneration, ensuring projects are delivered on time and on budget, and that the greatest possible benefits are realised for the region
- 3. Transport Services –** Providing high-quality, responsive services to connect people to jobs and other economic opportunities, and running our Metro branded network of bus stations, travel centres and public transport information
- 4. Economic Services –** Supporting businesses to grow, attracting new companies to invest in the region, and supporting skills development to help people progress and prosper and businesses to become more productive

These four directorates are supported by a Corporate Services directorate which ensures that our organisation takes decisions in an open, transparent way, spends money wisely and develops a high performing team.



Ben Still
Managing Director



Melanie Corcoran
Director of Delivery



Angela Taylor
Director of
Corporate Services



Henry Rigg
Interim Executive Head of
Economic Services



Alan Reiss
Director of Policy, Strategy
and Communications



Dave Pearson
Director of Transport
Services

Delivering our priorities

Our governance

Our Combined Authority team supports the work of the Combined Authority itself and the LEP. These two boards inform everything we do and take decisions about our investment.



Roger Marsh OBE
Chair, LEP Board
Deputy Chair,
Investment
Committee



**Councillor
Judith Blake CBE**
Leader, Leeds City
Council
Board Member
and Chair, Business
Investment Panel



**Professor Adam
Beaumont**
Chief Executive, aql
Board Member



**Councillor
Peter Box CBE**
Leader, Wakefield
Council
Board Member and
Chair, Investment
Committee



Ian Cherry
Chief Financial
Officer, Nexus Vehicle
Management Board
Member



Richard Cooper
Leader, Harrogate
Council
Board Member



**Professor Bob
Cryan CBE**
Vice-Chancellor &
CEO, University of
Huddersfield
Board Member



Nicola Greenan
Director, East Street
Arts
Board Member



**Councillor Susan
Hinchcliffe**
Leader, Bradford
Council and Chair,
West Yorkshire
Combined Authority
Board Member



Amir Hussain
CoE, Yeme Architects
Board Member



**Councillor
Carl Les**
Leader, North
Yorkshire County
Council
Board Member



Rashik Parmar MBE
IBM Fellow and Vice
President Technology
Board Member and
Chair, Employment and
Skills Panel



**Councillor
Shabir Pandor**
Leader, Kirklees
Council
Board Member and
Chair, Inclusive Growth
and Public Policy Panel



Joanna Robinson
Managing Director,
Mansfield Pollard
Board Member,
SME Representative
and Chair, Business
Communications
Group



**Councillor
Tim Swift**
Leader, Calderdale
Council and Deputy
Chair, West Yorkshire
Combined Authority
Deputy Chair, LEP
Board and Chair,
Place Panel



**Councillor
Andrew Waller**
Deputy Leader, City
of York Council
Board Member

Our boards – The LEP

The LEP Board, under a private sector chair, brings together business, council and university leaders – working with private sector businesses and industry bodies – to ensure that our work meets the needs of employers in the region. Its remit covers the whole of the Leeds City Region and also meets in public.



Andrew Wright
Managing Director,
Reliance Precision
Board Member
and Chair, Business
Innovation and
Growth Panel

Transparency and accountability

The Combined Authority and LEP Board are supported by a number of committees and advisory panels. All our meetings are held in public and information, including reports and minutes of every meeting, are available on our website.

As a public body, governance and scrutiny are vital parts of our work and the Combined Authority Overview and Scrutiny Committee is responsible for reviewing and scrutinising decisions or actions taken by the Combined Authority or the LEP. The Committee is made up of cross-party representatives from each of the West Yorkshire and York councils and provides challenge to the organisation - making reports and recommendations to the Combined Authority on its work and any issues that might affect the people who live and work in Leeds City Region.

Engaging with local communities

Ensuring people have a chance to shape our work is key to developing policies, projects and services that meet the needs of everyone that lives and works in our region. To support this process, we have developed a digital engagement hub, known as YourVoice, which enables us to share information and source feedback electronically in a more interactive way. In the first twelve months since launching YourVoice we've had 83,600 page views across 22 projects with over 600 users registered to share their opinions.



School children working with our CityConnect team as part of our Tour de Yorkshire celebration

Where our funding comes from and how we spend it

As a public body we must ensure that our budget is balanced. The majority of our revenue funding comes from the transport levy that West Yorkshire councils collect as part of their council tax and other transport funding. Of this, £47 million goes directly towards providing free travel for older people, which is a statutory obligation. The rest goes towards activities that we have determined as local priorities, including concessionary fares for young people, socially necessary bus services for vulnerable people or those living in isolated areas and travel information services.

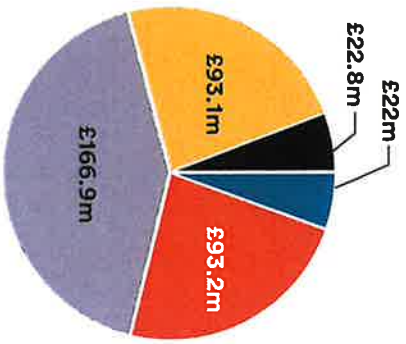
Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

We also bring in Government, European and private sector funding to support our economic services and support for businesses. Private sector sponsorship pays for increasing amounts of our trade and investment work to attract new companies to the region, and we generate income through our bus stations and sales of MCard.

We have developed a Capital Investment Strategy and are also working on a Medium Term Financial Strategy which will identify, over the next three years, how we will make savings from services in line with the reduced revenue funding available to our council partners. Like all public bodies, we face financial pressures and consistently look for ways to save money, particularly in our corporate services.

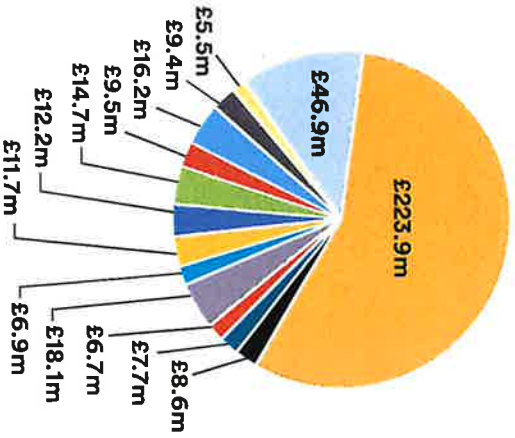


Where our funding comes from in 2019/20
Total income: £398 million



- Growth Deal Funding – £93.1m
- Other – £22.8m
- Local Transport Plan Funding – £222m
- Transport Levy – £93.2m
- Local Enterprise Partnership Funding – £166.9m

How we will spend our money in 2019/20
Total budget: £398 million



- Infrastructure for growth (Transport) – £223.9m
- Infrastructure for growth (Housing & Regeneration) – £8.6m
- Economic and transport policy and delivery – £7.7m
- Skilled people, better jobs – £6.7m
- Growing businesses – £18.1m
- Other capital projects – £6.9
- Energy & environment – £11.7m
- Corporate services – £12.2m
- Passenger services – £14.7m
- Concessionary travel (young people) – £9.5m
- Subsidised bus services – £16.2m
- Education transport – £9.4m
- Finance charges – £5.5m
- Concessionary travel (senior, blind and disabled) – £46.9m

Leeds City Region

Our partners

Partnership working is at the heart of everything we do. In 2019/20, we'll continue to work with our partners to move further towards our vision for our region.

Combined Authority members:



Working with:



Find out more



Working in
partnership
with the



the-lep.com

Twitter: @LeedsCityRegion

westyorks-ca.gov.uk

Twitter: @westyorkshireca

Enquiries@westyorkshire-ca.gov.uk

+44 (0) 113 251 7272

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

Date: 6 June 2019

Subject: **Proposal to recruit to the role of Director, Economic Services**

Director: Angela Taylor, Director of Corporate Services

Author(s): Joanne Grigg, Head of HR

1. Purpose of this report

- 1.1 To inform the LEP Board that, following a review and re-evaluation of the increased breadth of activities in Economic Services, approval will be sought from the Combined Authority to amend the current Executive Head role to a Director role in the Combined Authority.

2. Information

Rationale

- 2.1 The Executive Head of Economic Services role was created in June 2016 as part of the reorganisation of the Combined Authority. At that time, the nature of the activities in Economic Services comprised:
- Trade and Investment team
 - Skills team
 - Business Growth Hub and Business Growth Programme (capital grants to businesses)
- 2.2 The teams are largely funded by external sources, chiefly European funds and Growth Deal. The exception is the Trade and Investment team, that is revenue funded via the Enterprise Zone receipts that accrue to the LEP, and some recently secured funding for a Key Account Management Team from the Department for International Trade.
- 2.3 Since 2016 the range and complexity of work in these teams has increased, as a result of successes in securing significant amounts of external funding:

Trade and Investment – grown to include:

- a 'Key Account Management' team to work with existing foreign direct investment firms, funded by Department for International Trade;
- an overseas 'China and India' desk, funded via the Business Rate Pool;

- a much larger MIPIM and trade event programme, with increased levels of private sector sponsorship;
- a more complex partnership arrangement for the development of Trade activities, in particular coordination across the 'Northern Powerhouse'

Skills and Employment Team – grown to include;

- The Employment hub – previously contracted to a private sector provider and now won for delivery through the LEP. This complex programme is funding over 50 posts in West Yorkshire authorities to work with businesses on their apprenticeship programmes (funded by Department for Education);
- Management of the Skills Commission looking at the redesign of the national skills system to deliver better outcomes for the economy;
- Delivery of the Enterprise Advisor programme – refocused on schools in Index of Multiple Deprivation (IMD) areas to deliver on inclusive growth objectives (funded by Careers and Enterprise Commission).

Business Growth programme – grown to include;

- The Travel Plan Network (European funded with some revenue match);
- Ongoing support from the Department for Business, Energy and Industrial Strategy for the Leeds City Region Growth Service (also known nationally as the Business Growth Hub);

Over £10 million of EU-funded business support programmes, including the Resource Efficiency Fund, Access Innovation, Strategic Business Growth programme, Investment Readiness programme and a recent £1.7 million extension to the Business Growth Hub.

2.4 These programmes have added significantly to the complexity of the Directorate and its breadth of activity, which now numbers close to 90 people and funds a further 60 posts embedded in LCR local authorities.

2.5 To this it is also proposed to add a new service area (Commercial and Revolving Investments) as part of the revised treatment of investment and revolving funds in the Combined Authority/LEP. This has been considered by the LEP and Combined Authority in reports earlier this year. A central element of this is the separation of duties between the team engaging with applicants and investments, the team appraising the risks and vfm of such investments and giving advice to a credit committee. It is intended that the first of these elements would be located in Economic Services, and for the Economic Service Director to be the point of accountability for the Combined Authority and the LEP. It would undertake the following tasks:

- Market engagement to identify investment opportunities for capital and revolving funds;
- Development of propositions and brokering the best deal given the project objectives;
- Lead on major commercial / investment transactions to be undertaken by the Combined Authority.

2.6 This team would be funded through the capital grant programmes.

Evaluation

2.7 As a result of the above factors increasing the breadth and accountabilities of the post, a review of the future requirements of the role was undertaken and a revised role profile produced. This has been evaluated against the Hay grade structure used by the Combined Authority/LEP. The evaluation places the job as an 'R' level in the Combined Authority structure – which is the same as the other Director posts in the organisation. The cost implication of this is one grade higher than the current post with a maximum additional cost of £20,111 per annum.

Other options considered:

2.8 It should be noted that the evaluation of this role in the light of new responsibilities was considered alongside other options:

- Splitting the Economic Services Directorate in two. This would increase senior staff costs by a greater amount than the core proposal, and still leave a strategic capacity gap;
- Moving activities into other Directorates – options for increasing the size of the other Directorates were considered with the additional teams moving into them, but again, this would increase the number of senior managers, and would act against the current organisational simplicity of the Combined Authority structure.
- Doing nothing was also considered, but this runs the risk of being unable to recruit into the post, and potential challenge when the role is compared to other Director roles in the Combined Authority.

2.9 Therefore the proposed model is recommended based on it being a lower cost than dividing the directorate and also providing much needed strategic capacity, increasing commercial accountability and adding capacity into economic services strategy policy and service development.

2.10 The main risk to the ongoing requirement for the substantive nature of the post are continued wider uncertainties around the Government's future approach to funding LEPs. However, the risk of this is low given the Government's '*Strengthening LEPs*' initiative, and as the post is largely programme funded, it would be closed if the programme funding also disappeared.

2.11 Local authority Chief Executives have been consulted on this proposal.

Route to recruitment

2.12 As this is a new post a recruitment process is required. A number of options have been considered for the most suitable way of recruiting to the position and ensuring the best field of candidates is identified and considered. The route that would seem to meet the needs would be to:

- Procure a recruitment consultant to carry out the “search” aspects of the process to allow for the best possible field to be directed towards the vacancy to apply.
- The position to be advertised through our own website and networks as well in the Municipal Journal, being the appropriate professional journal for potential candidates in the sector.
- Carry out the shortlisting, assessment and selection process in house within the Combined Authority’s current HR resource
- Establish a member appointment panel with representatives from the Combined Authority and partners to constitute the recruitment panel.

3. Inclusive Growth Implications

- 3.1 The recruitment to this post and ensuring a suitably qualified and experienced post holder in place will be critical in the inclusive growth priorities being met across the organisation.

4. Financial Implications

- 4.1 The substantive role of Executive Head, Economic Services is already part of the Combined Authority 2019/20 budget. The new post is graded at R (£92-106k), resulting in a maximum additional cost at top of grade of £20,111 over the current post which is graded as a Q. This is majority funded from capital programme sources.

5. Legal Implications

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

6. Staffing Implications

- 6.1 There are currently interim arrangements in place to cover the position on a temporary basis. Depending on the outcome of the recruitment process, consideration would need to be given to the timing of the ending of these arrangements and any knock on implications. The reporting line is shown below:

Current Structure



Proposed Structure



January 2019

Page 1

7. External Consultees

7.1 None undertaken.

8. Recommendations

8.1 That the LEP Board note the proposal for the Combined Authority to revise the current role of Executive Head, Economic Services to a Director role and proceed to recruit to it.

9. Background Documents

9.1 None.

10. Appendices

10.1 Appendix 1 – role profile

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ROLE PROFILE

Job Title:	Director of Economic Services	Job Code:	ES/E20
Department:	Senior Leadership Team	Version:	1.0
Reports To:	Managing Director	Date Created:	May 2019
No. of direct reports:	4	Member of:	Leadership Team
No. in Directorate:	circa 80	Grade:	tbc
		Budget:	circa £20m

Is this a politically restricted Post?	Yes/No <i>(*if yes, see our policy on what this means)</i>
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ORGANISATIONAL CONTEXT

Our Vision as an organisation is:

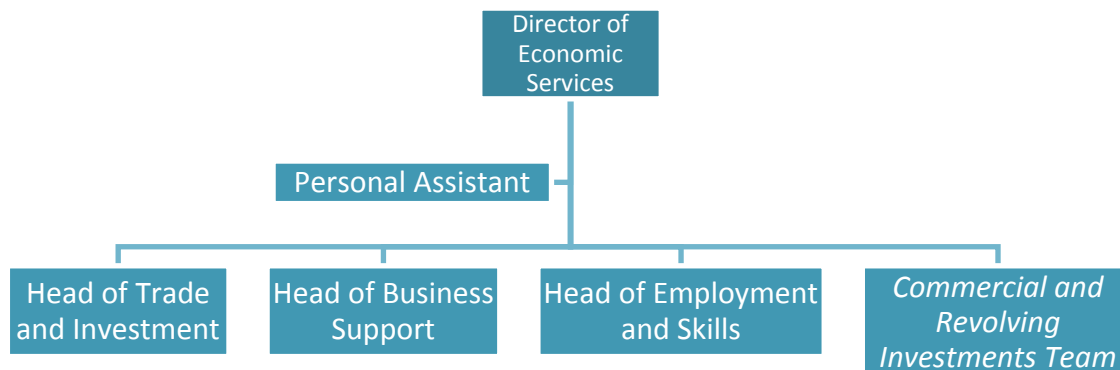
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

Our directorate contributes to this by:

Attracting business and investment to our region, securing and growing existing foreign owned business investment and supporting regional businesses to increase trade globally in an uncertain economic climate



Job Overview:

- Provide strategic leadership on the delivery of all economic services: (skills & employment; business growth/ competitiveness; and international trade & inward investment); ensuring a strong reputation for excellent and cost efficient performance.
- Ensure the effective delivery of services to achieve the outcomes required by the Combined Authority, city region/LEP boards.
- To have a visible profile across the region and to be a key ambassador for the geography of the Combined Authority and the LEP

- © Operate as part of a cohesive corporate leadership team for the West Yorkshire Combined Authority to inspire, lead and set the standards for the organisation.
- © Deliver effective functional strategies, programmes and systems to ensure the delivery of the vision and business plan.

- © Be a visible, proactive leader for the organisation and city region both internally and externally, shaping policy and influencing, developing and motivating the team and stakeholders.

CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance.
These indicate the end result or outputs for which the role holder is responsible.*

People Management:

- Lead and manage critical relationships across the city region, identify opportunities for business investment through relevant networks
 - Accountable for complex relationships including business leaders, Senior Local Authority leaders, politicians and investors where different interests are represented
 - Establish relationships with partners and other LEP areas on items of common interest
- © Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority and LEP visions.
 - © Provide clear direction to your team, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours, and utilising matrix management across the organisation.
 - © Create and demonstrate a strong performance management culture, ensuring that people are empowered, and accountable for the delivery of results.
 - © Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority and LEP policies and procedures.
 - © Ensure appropriate communication channels are in place and effective between you and your direct reports.

Technical Duties:

- Ensure the successful delivery of all projects and programmes within the directorate and monitor outcomes for people, jobs, businesses, skills and productivity.
- Be accountable for successful outcomes from all the business grant and loan programmes, including ensuring robust systems and clear focus on value for money
- Responsible for leading, influencing, developing and motivation of multiple audiences including key senior stakeholders, regionally, nationally and internationally
- Develop funding proposals and bids in order to deliver strategy outcomes led by the , Policy, Strategy & Communications directorate
- Development and delivery of economic services in line with the Combined Authority and LEP business and corporate plans.
- Lead and direct clear implementation plans for the appropriate service areas (Employment and skills, Business support, Trade and Investment, Commercial and revolving investments team])
- Oversee the Trade and Investment programme – leading new ways to increase Foreign Direct Investment and increasing export levels from the city region.
- Work closely with the Director of Policy, Strategy & Communications to set, advise on and implement the policies of the Combined Authority and LEP on skills, business competitiveness, and trade & inward investment and commercial investment in relation to service provision.
- Provide accurate business support information, in forms accessible to businesses and in line with their expectations.
- Report on service delivery performance ensuring performance is clear, concise and well explained. Attend scrutiny committees and partner authorities as required.

- To ensure the Combined Authority achieves the required outcomes from the review of LEP operations with regards to skills and business activities
- To ensure the region maximises opportunities, improves productivity and is able to demonstrate impact on inclusive growth and the local economy
- Engage with all stakeholders, across the private and public sectors, in the development and implementation of all strategies and plans, ensuring that these support our inclusive growth aims of economic growth for all through the integration of economic and social policy.

- © Accountable for developing and delivering on KPI's for the directorate, linked to the organisation's vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- © Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- © Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- © Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Budget Controller, ensuring compliance with Financial Regulations and Contract Standing Orders
- Continually explore new opportunities for funding and sponsorship and maximise income to the directorate

- © Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances, risks and ensuring that these are well controlled.
- © Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact & Influence:

- Key influencer across the region in economic skills, inward investment and business support arenas
- Influence the economic debate across the region and encourage investment into the wider area
- Be the strategic lead in developing and maintaining strong relationships at key senior levels with partner local authorities and external partners in the relevant service areas, for example the Leeds City Region Skills Network including and other business support, private sector trade and inward investment agencies

- © Form and maintain effective senior level working relationships with Members, Government, Leeds City Region and partner organisations and business leaders.
- © Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority and LEP are represented.
- © Manage communication challenges effectively in a dynamic and politically pressured environment.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may reasonably be expected commensurate with the scope and grading of the role.

THE PERSON

To be fully successful in the role, we believe the following knowledge, skills and experience are required. When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained and this will be taken into account during the recruitment process.

Knowledge:

- Ⓞ Educated or experienced to Master Degree/ Postgraduate Professional Qualification level with supporting management training.
 - Ⓞ Strong awareness and understanding of relevant legislative framework, technical standards and evaluation/ appraisal and market research methodologies.
 - Ⓞ Excellent knowledge of the skills, business support, trade and inward investment landscape, including funding, and the roles and responsibilities of government and other partner/delivery organisations operating in this sphere.
 - Ⓞ Knowledge of revolving investment funds, large grant programmes and financial instruments, plus understanding of landscape around public sector investments and support into private projects.
-
- In depth knowledge of international trade arenas and how to maximise opportunities
 - In depth knowledge of the regional economy and its challenges and issues
 - In depth knowledge of avenues available to support businesses to grow and improve productivity
 - In depth knowledge of the skills agenda and current policy and thinking on skills

People:

- Good understanding of customer expectations and fundamentals of a customer focussed service culture.
- Experience of managing a multi- disciplinary team including appraisals, performance management, disciplinary, recruitment and selection.
- Experience of managing teams with complimentary skills and functions to achieve related outcomes.
- Experience of successfully coaching and guiding staff to develop and improve.

Technical:

- Ⓞ Strong negotiation skills, including in negotiation with the private sector.
 - Ⓞ Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
-
- In depth understanding to approaches to specification, procurement and contract management, including approaches to risk management and contactor incentivising.
 - Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
 - Highly experienced in managing communication challenges in a fast paced and highly pressurised environment.
 - Highly developed analytical skills, with strong data analysis, interpretation and fluency in communicating the insights derived.
 - Demonstrable experience of managing and championing change.
Highly developed communication skills with the proven ability to strongly lead, influence, negotiate and challenge.
 - Experience of making compelling presentations and written reports for a range of audiences

Financial:

- © Demonstrable experience of successfully managing large scale budgets.
 - © Experience of management of investment funds and financial instruments.
 - © Experience of identifying and acquiring appropriate funding streams.
-
- Experience of utilising external funding to deliver large scale projects and programmes
 - Regular budget monitoring in order to identify and rectify issues

Impact & Influence:

- © Comprehensive experience of leading, negotiating and influencing stakeholders.
- © Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.

OUR VALUES & BEHAVIOURS

Championing Our Region | Working Intelligently | Easy to Do Business with | Positive about Change | Working Together

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 25 APRIL 2019 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Stewart Golton	Leeds City Council
Councillor David Hall	Kirklees Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council
Councillor Andrew Waller	City of York Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee (to minute 108)
Councillor Elizabeth Smaje	Chair, Overview & Scrutiny Committee (to minute 108)
Anna Jane Hunter	Network Rail (minute 99)
Peggy Haywood	Ministry of Housing, Communities & Local Government (minute 109)
Ben Still	West Yorkshire Combined Authority (to minute 108)
Caroline Allen	West Yorkshire Combined Authority (to minute 108)
Dave Pearson	West Yorkshire Combined Authority (to minute 100)
Angela Taylor	West Yorkshire Combined Authority
Jacqui Warren	West Yorkshire Combined Authority (minute 109)
Patrick Bowes	West Yorkshire Combined Authority (minute 109)
Seamus McDonnell	West Yorkshire Combined Authority (minute 109)
Ruth Chaplin	West Yorkshire Combined Authority

95. Apologies for Absence

Apologies for absence were received from Councillor Tim Swift.

96. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

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

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 2972, the public be excluded from the meeting during consideration of Appendices 1 and 2 to Agenda Item 13 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

98. Minutes of the Meeting of the Combined Authority held on 14 February 2019

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 14 February 2019 be approved and signed by the Chair.

99. Rail Issues

The Combined Authority considered a report of the Director of Transport Services on the current main issues affecting rail services in the City Region.

The meeting was attended by Anna Jane Hunter, Director, North of England Rail for Network Rail who explained the issues around central Leeds and how Network Rail was addressing them. She advised that services were almost at the level they were before the May 2018 timetable changes but there was still work to be done.

A full discussion ensued and Members repeated the concerns raised at the previous meeting which had been attended by representatives from Northern and TransPennine Express and expressed their disappointment that Network Rail had not been present. Whilst noting there had been some improvements to performance, it was stressed that many services continued to be shortformed and were still failing to operate at an acceptable level with the impact on passengers and the local economy being severely affected.

In respect of rolling stock, Members asked Anna Jane Hunter for confirmation that the Pacer units would be withdrawn by the end of the year. She advised that it was her understanding that this was the case as the Pacers would be illegal from 1 January 2020 but she would seek clarification. It was requested that information for when the new trains, timetables and service improvements for the City Region would be implemented be provided at the earliest opportunity so that this could be communicated to the public.

It was considered that the rail industry was fragmented and not fit for purpose. There was no single accountable body and a fundamental structural change was needed to provide greater transparency, local level accountability and more devolved powers for the North. Members discussed the work being undertaken by Richard George who had been appointed by

the Government to oversee infrastructure and train operations, working closely with Transport for the North, the Rail North Partnership, Network Rail and the train operators. It was noted that his work was highlighting that the constraints at Leeds Station and that the network in central Leeds impacts on service improvements and effects reliability across the City Region. Recommendations from Richard George and his team were outlined in the report and it was noted that he had been invited to attend the next meeting to explain the main outcomes of the work he had undertaken.

The Combined Authority thanked Anna Jane Hunter for attending the meeting and Members reiterated that for the rail industry to maintain the status quo was not an option and the need to see continued improvements and better communication and engagement with the public was essential to help to restore passenger confidence.

Resolved:

- (a) That the current issues affecting the delivery of rail services in the City Region be noted.
- (b) That the Combined Authority urges DfT and Network Rail to prioritise the technical capacity analysis needed to determine the rail network requirements in and around central Leeds necessary to bring clarity on the investment required to deliver committed service improvements and accommodate growth across the City Region.
- (c) That in response to the importance of addressing rail network capacity in and around central Leeds for improved services across the Leeds City Region and beyond, the Combined Authority endorses the need for ongoing activity to make a strong case for investment by:
 - working with Transport for the North to ensure that the strategies and investment plans it is developing reflect this important priority;
 - continuing to shape and influence plans for TransPennine Route Upgrade, HS2 and Northern Powerhouse Rail to ensure that these respond to the need to facilitate rail service growth and improvements across all parts of the City Region; and
 - alongside Council partners, continuing to make a strong and compelling pitch to central government for the Rail Network Enhancement Programme funding that will be required to unlock network capacity in the City Region.

100. West Yorkshire Bus Alliance

The Combined Authority considered a report of the Director of Transport Services on the West Yorkshire Bus Alliance which:

- Provided an update in the development of the West Yorkshire Bus Alliance.

- Set out the next steps in developing the Alliance into a formal agreement incorporating key performance indicators and a delivery plan.

It was noted that the progress towards a formal partnership had been endorsed by the Transport Committee and the West Yorkshire Bus Alliance had been formally launched in March 2019. It was agreed that the Transport Committee will oversee the Alliance and details of the governance and reporting were outlined in the report.

Members noted the work in progress to create a delivery plan and performance measures which will be considered for adoption by the Transport Committee in July 2019 together with the terms of a formal West Yorkshire wide Voluntary Partnership Agreement prior to signature with bus operators.

In welcoming the Alliance, it was noted that the first priority will be to promote affordable travel for young people and an announcement would be made in the Summer.

Resolved:

- (a) That the steps taken to develop the West Yorkshire Bus Alliance and the commitments to improve bus services be endorsed.
- (b) That the Transport Committee oversees the development and signature of a Voluntary Partnership Agreement which will establish the form and processes of the Alliance.

101. Brexit Update

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the organisational preparation being undertaken by the West Yorkshire Combined Authority and Leeds City Region Local Enterprise Partnership (LEP) as the UK prepares to leave the European Union.

The report highlighted the decision of the LEP Board to endorse a number of options for business support programmes should the UK leave the EU without a negotiated deal. Details of the specific programmes – Brexit Transition Grant Scheme, Capital Grants Programme, Advice Service and Exporting for Growth Scheme, were provided in the submitted report.

It was important that the Combined Authority, Local Authorities and partners are as prepared as possible and, as there was still uncertainty regarding the progress of negotiations, Members would be provided with information as it became available.

Resolved: That the update and decision of the Local Enterprise Partnership (LEP) Board to endorse a number of options for business support programmes should the UK leave the EU without a negotiated deal be noted.

102. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through the Combined Authority's assurance process:

- Leeds City Region Growth Service
- Resource Efficiency Fund 2
- Leeds Flood Alleviation Scheme 2
- A61 (North) Bus Priority Corridor
- Wakefield South East Gateway
- A6177 Great Horton Road/Horton Grange Road
- A6177 Thornton Road/Toller Lane
- Superfast West Yorkshire and York – Contract 3

In addition to the above, the Combined Authority considered the revised approval routes for the following schemes to enable the Investment Committee to make decisions on behalf of the Combined Authority:

- Halifax Living Housing Programme – Phase 1 (decision point 3)
- City Connect Phase 3 Cycling Scheme (decision point 3)
- Bradford Heritage Properties – Conditioning House (decision point 3)
- Harrogate Road/New Line (decision point 4)
- Halifax Bus Station (decision point 3)
- Bradford Interchange Station Gateway Phase 1 (decision point 3)
- York Outer Ring Road Phase 3 (decision point 4)
- A62/A644 Wakefield Road (Cooper Bridge) (decision point 3)
- Bradford Interchange Station Gateway Phase 2 (decision point 3)

Decisions on the following schemes have been made by the Investment Committee at their meeting held on 13 March 2019:

- Dewsbury Riverside
- York Central: Access Road and Station Access Improvements

Details of all the schemes were provided in the submitted report.

Resolved:

- (a) That the Combined Authority approves the revised approval route for the following schemes to enable the Investment Committee to make the decision on behalf of the Combined Authority:
- (i) Halifax Living Housing Programme, Phase 1 – decision point 3
 - (ii) City Connect Phase 3 cycling scheme – decision point 3
 - (iii) Bradford Heritage Properties, Conditioning House – decision point 3

- (iv) Harrogate Road/New Line – decision point 4
 - (v) Halifax Bus Station – decision point 3
 - (vi) Bradford Interchange Station Gateway Phase 1 – decision point 3
 - (vii) York Outer Ring Road Phase 3 – decision point 4
 - (viii) A62/A644 Wakefield road (Cooper bridge) – decision point 3
 - (ix) Bradford Interchange Station Gateway Phase 2 – decision point 3
- (b) In respect of the Leeds City Region Growth Service –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds City Region Growth Service project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case).
 - (ii) That an indicative approval to the total project costs of £3,401,756, of which the Combined Authority contribution will be £2,465,413 (which will be funded through £764,535 from the BEIS Growth Hub funding and £1,700,878 from the ESIF funding is given with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs). The remaining £936,343 will be funded by Leeds City Region District Partners.
 - (iii) That the Combined Authority delegates the authority to enter into a funding agreement with Ministry for Housing, Communities and Local Government (ESIF) and BEIS (Growth hub funding) to the Combined Authority's Managing Director.
 - (iv) That the Combined Authority delegates the authority to enter into or amend funding agreements with the local authorities to the Combined Authority's Managing Director.
 - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) In respect of the Resource Efficiency Fund 2 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Resource Efficiency Fund 2 project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value for both regions (Leeds City Region and four North Yorkshire districts) of £6.293 million is given as detailed below, with full approval to spend being granted once the project has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - Leeds City Region element of the project of £4.644 million (subject to a successful ERDF application), of which £2.751 million will be funded by the Combined Authority (£2 million ERDF funding for Leeds City Region and £751,137 from the Leeds City Region Local Growth Fund). The remaining funding will be from £1.893 million SME match.
 - York, North Yorkshire and East Riding element of the project of £1.649 million (subject to a successful ERDF application) of which £1.035 million will be funded by the Combined Authority (from £824,522 ERDF funding and £210,122 from the York, North Yorkshire and East Riding region Local Growth Fund, subject to the West Yorkshire Combined Authority submitting a successful bid to the York, North Yorkshire and East Riding LEP; the Combined Authority will be the accountable body for its expenditure for the purposes of this scheme). The remaining scheme costs of £614,000 will be from SME match funding.
- (iii) That the Combined Authority delegates authority to the Combined Authority's Managing Director to enter into an agreement with North Yorkshire County Council as the accountable body for the York, North Yorkshire and East Riding Local Enterprise Partnership (at decision point 5), for the Combined Authority to receive and manage York, North Yorkshire and East Riding match funding contribution of £210,122, subject to a successful bid to the York, North Yorkshire and East Riding Local Growth Fund.
- (iv) That the Combined Authority delegates authority to the Combined Authority's Managing Director to enter into a contract for the provision of the ERDF funding with Ministry of Housing, Communities and Local Government (MHCLG) at decision point 5.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the

submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(d) In respect of the Leeds Flood Alleviation Scheme 2 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Flood Alleviation Scheme Phase 2 proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs)
- (ii) That an indicative approval to the Combined Authority's contribution of up to £3.9 million, which will be funded through Growth Deal 3 is given with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs). The total project value is £112 million.
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5, through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(e) In respect of the A61 (North) Bus Priority Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Investment Programme: A61 (North) Bus Priority Corridor project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £16.1 million is given from Leeds Public Transport Investment Programme funding with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 (full business case) and decision point 5 (full business case with finalised

costs) through a delegation to the Combined Authority's Managing Director.

(f) In respect of Wakefield South East Gateway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Wakefield City Centre, South East Gateway scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) That the individual elements of the Wakefield City Centre, South East Gateway scheme progress as separate full business cases for Kirkgate and the Waterfront through activity 4 (full business case) and activity 5 (full business case with finalised costs).
- (iii) That an indicative approval to the Combined Authority's capped contribution of £4.9 million to the Waterfront scheme and capped contribution of £1.6 million to the Kirkgate scheme (a total contribution of £6.5 million) to be funded from the Local Growth Fund programme is given towards a total scheme cost of £32.62 million (Waterfront (Rutland Mills) £21.52 million, Kirkgate £11.1 million) with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs)
- (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(g) In respect of A6177 Great Horton Road/Horton Grange Road -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A6177 Great Horton Road / Horton Grange Road scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £4.205 million is given from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That additional development costs of £584,007 are approved in order to progress the scheme to full business case with

finalised costs (decision point 5), taking the total project approval to £809,007.

- (iv) That the Combined Authority enters in to funding agreement with Bradford Council for expenditure of up to £809,007 from the West Yorkshire plus Transport Fund.
 - (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (h) In respect of the A6177 Thornton Road/Toller Lane -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the A6177 Thornton Road / Toller Lane scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
 - (ii) That an indicative approval to the total project value of £9.662 million is given from the West Yorkshire plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That additional development costs of £721,670 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £946,670.
 - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for additional expenditure of up to £721,670 from the West Yorkshire plus Transport Fund, taking total value of the funding agreements to £946,670.
 - (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision points 4 and 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (i) In respect of Superfast West Yorkshire and York – Contract 3 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Superfast West Yorkshire and York – Contract Three project to reduce the total project value to £10.828 million due to changes in funding from Gainshare, DEFRA, BDUK and ESIF / ERDF is approved.
- (ii) That an indicative approval to the total project value of £10.828 million from the funding sources outlined in this report for which the Combined Authority is the accountable body is given, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs)
- (iii) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

103. Integrated Transport (IT) Block Programme 2019-2022

The Combined Authority considered a report of the Director of Policy, Strategy and Communications in respect of the Integrated Transport Block (ITB) Programme 2019-2022.

The report and appendix provided details of the proposed ITB funded programme for 2019-2022 that would support delivery of the West Yorkshire Transport Strategy 2040 and Members discussed local transport priorities and value for money.

It was noted that £39.3 million is the total expected ITB funding for the three year period and details of the allocations that go directly to each of the five West Yorkshire partner councils were provided in Table 1 of the submitted report. The programme had been developed in partnership with the district councils and the Combined Authority and had been endorsed by the Transport Committee.

Resolved:

- (a) That the West Yorkshire Integrated Transport funded programme for the three year period 2019-22 be approved.
- (b) That the assurance process detailed in the submitted report be approved to gain full approval of the programme including delegation to approve partner council's programme's and the Combined Authority's sub-programmes/projects to the Investment Committee.

104. Corporate Matters

The Combined Authority considered a report of the Director of Corporate Services which provided an update on corporate matters including:

- The gender pay report for 2018.
- The draft capital strategy.
- Scrutiny arrangements.
- Conflicts of interest policy and protocol.
- Local authority appointments.

Members noted the updates and discussed the information provided in the submitted report and appendices.

It was reported that the capital strategy, which was attached at Appendix 2, was a new requirement of the Prudential Code and will assist in informing the medium term financial strategy and decision making on investment.

The Combined Authority was informed that due to the delay in the publication of new statutory guidance, the Overview and Scrutiny Committee had agreed to arrange workshops to review scrutiny arrangements.

The conflicts of interest policy and protocol was endorsed for formal sign off by the Combined Authority's Managing Director. This had been further developed to ensure it meets the requirements of the Combined Authority and the LEP and a copy was attached at Appendices 3 and 4.

In respect of local authority appointments, the Combined Authority delegated authority to the Head of Legal and Governance to accept local authority nominations to committees arising after the local elections before the next meeting of the Authority which would help in ensuring meetings held in May and June are quorate.

Resolved:

- (a) That the gender pay gap and the actions identified to further reduce the gap be noted.
- (b) That the capital strategy attached at Appendix 2 to the submitted report be approved.
- (c) That the intention to review the Combined Authority's current scrutiny arrangements to ensure scrutiny arrangements are in line with best practice nationally and to ensure compliance with new statutory scrutiny guidance expected this year be supported.
- (d) That the Combined Authority delegates authority to the Combined Authority's Managing Director to approve the Conflicts of Interest Policy and Protocol attached as Appendices 3 and 4 to the submitted report, subject to consultation with the Chair of the Combined Authority and the LEP Chair, and deletes the requirement in the

Officer Delegation scheme that the Managing Director consult with the Chair of Overview and Scrutiny Committee before determining any application for a grant or loan where a potential conflict of interest arises.

- (e) That the Combined Authority delegates authority to the Head of Legal and Governance Services to confirm any appointment (made in accordance with a nomination by the relevant partner council) to fill any vacancy for a local authority representative on any committee of the Combined Authority arising after the local elections and before the Combined Authority's annual meeting.

105. Corporate Planning and Performance

The Combined Authority considered a report of the Director of Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

The update on progress against the 2018/19 corporate plan headline indicators set out in Appendix 1 was noted. Whilst the majority of indicators were on track to be met, three were currently assessed as red and these were summarised in the report. It was reported that a further review of the corporate risk register had been undertaken and four new risks had been added to the register with details provided in Appendix 1.

Members discussed and endorsed the draft content for the 2019/20 corporate plan which was attached at Appendix 2 and agreed that the final sign off be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair. It was suggested that a narrative explaining the roles of the Combined Authority and LEP should be prepared prior to publication.

A summary of the 2018/19 current spend to budget as at December 2018 was attached at Appendix 3 and it was noted that there were currently no 'red' areas of concern to report.

Resolved:

- (a) That the information provided on corporate performance be noted.
- (b) That the 2019/20 corporate plan be endorsed, with a final sign off delegated to the Managing Director, in consultation with the Chair of the Combined Authority and the LEP Chair.

106. Review of Inclusive Growth for Business Grants

The Combined Authority considered a report of the Executive Head of Economic Services on a review of inclusive growth for business grants.

The report provided an update on the effectiveness to date of the new approach to securing inclusive growth commitments from recipients of business grants from the LEP's Business Growth Programme (BGP).

Members welcomed the future approach to inclusive growth commitments from recipients of business grants and in particular the key underpinning 'proportionality' principle. Feedback from consultation with the Business Innovation and Growth Panel, the Inclusive Growth and Public Policy Panel and the Overview and Scrutiny Committee was noted. The Overview and Scrutiny Committee had welcomed the new criteria and Councillor Smaje outlined some of the recommendations they had made in considering the approach and looked forward to receiving a response from the Combined Authority and LEP in due course.

The Combined Authority adopted the LEP Board's decision to extend the inclusive growth criteria and commitments to the full range of LEP business grants which were attached at Appendices 1 and 2. It was noted that the approach would continue to be reviewed for another six month period.

Resolved:

- (a) That the progress to date on the implementation of the new Inclusive Growth criteria and commitments to the Business Growth Programme (BGP) be noted.
- (b) That the proposal to continue the approach to inclusive growth for recipients of business grants be endorsed.
- (c) That LEP Board's decision to extend the inclusive growth criteria and commitments to the full range of LEP business grants as set out in Appendices 1 and 2 be adopted.
- (d) That it be noted that the approach should be closely monitored for another six month period.

107. Economic Reporting

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the latest economic and business intelligence for Leeds City Region.

Resolved: That the analysis presented in the economic update and dashboard be noted.

108. Minutes for Information

The Combined Authority noted the minutes of the committees, panels and LEP Board that have been published on the West Yorkshire Combined Authority's website since the last meeting.

Resolved: That the minutes of the Combined Authority's committees and panels and the LEP Board be noted.

109. European Structural and Investment Funds (ESIF) - Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director of Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that one outline application had been received in response to the third round of the SUD call for projects which had closed on 22 February 2019.

At their meeting on 12 April 2019, the Investment Committee had considered and endorsed the advice included in the outline assessment for the project. In its role as the Intermediate Body, the Combined Authority considered and agreed the advice provided in the exempt appendices. The assessment form will now be submitted to the Ministry of Housing, Communities and Local Government (MHCLG) as Managing Authority, for their consideration.

Resolved: That the advice included in the outline assessment form and any respective conditions at Part 3 of exempt Appendix 2 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.

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