

## **OVERVIEW AND SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 2.00 PM ON FRIDAY 15 NOVEMBER 2019  
IN COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS**

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2019**  
(Pages 1 - 6)
- 5. EMPLOYMENT & SKILLS, APPRENTICESHIPS AND THE SKILLS COMMISSION**  
To understand the work and aims of the national Skills Commission led by the Chair of the Combined Authority, Cllr Susan Hinchcliffe, and how it seeks to address concerns in the current apprenticeships and skills landscape. Rashik Parmar, Chair of the Employment & Skills Panel, has also been invited to attend.  
(Pages 7 - 26)
- 6. STRATEGIC UPDATES AND PERFORMANCE MONITOR**  
To monitor and scrutinise progress on major strategic issues such as corporate performance (KPI), budget and the risk of 'cliff edge funding', devolution and the Local Industrial Strategy.  
(Pages 27 - 52)
- 7. SCRUTINY WORK PROGRAMME**  
To consider the work programme, scrutinise key decisions, monitor any live issues not on the agenda and receive updates from spokespersons and working group leaders:
  - Cllr Harrand, Chair & corporate / strategic issues spokesperson
  - Cllr Baker, Deputy Chair & environment spokesperson
  - Cllr Baines, economy spokesperson
  - Cllr Foster, transport spokesperson  
(Pages 53 - 84)
- 8. DATE OF THE NEXT MEETING - 17 JANUARY 2020**

**Signed:**

A handwritten signature in black ink, appearing to be 'BAM', with a long horizontal stroke extending to the right.

**Managing Director  
West Yorkshire Combined Authority**

## MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON FRIDAY 13 SEPTEMBER 2019 AT COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS

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### Present:

Peter Harrand (Chair)  
Stephen Baines  
Harry Ellis (substitute)  
Ashley Evans (substitute)  
Stephen Fenton  
Dot Foster  
Jacob Goddard  
Paul Kane  
Peter Kilbane  
Christine Knight  
Sarfraz Nazir  
Edward Pearson  
Betty Rhodes  
Naveed Riaz (substitute)  
Richard Smith  
Rosie Watson

Leeds City Council  
Calderdale Council  
Wakefield Council  
Calderdale Council  
City of York Council  
Calderdale Council  
Leeds City Council  
Kirklees Council  
City of York Council  
Leeds City Council  
Bradford Council  
City of York Council  
Wakefield Council  
Bradford Council  
Kirklees Council  
Bradford Council

### In attendance:

Khaled Berroum  
James Flanagan (Minute 19)  
James Hopton (Minute 18)  
Alan Reiss  
Angela Taylor  
Aaliyah Younis

West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority

### 12. Apologies for absence

Apologies for absence were received from Councillors James Baker, Pat Garbutt, Geoff Winnard and Graham Isherwood.

It was reported that Councillors Pat Garbutt and Fazila Loonat had stepped down from the Committee and replacement nominations are expected shortly.

### 13. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

**14. Possible exclusion of the press and public**

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

**15. Minutes of the meeting held on 12 July 2019**

**Resolved:** That the minutes of the meeting held on 12 July be approved.

**16. Appointment of a Deputy Chair**

**Resolved:** That Councillor James Baker be appointed Deputy Chair of the Overview and Scrutiny Committee.

**17. Chair's update**

The Chair invited the Director of Policy, Strategy and Communications to provide a brief verbal update on the recently announced HS2 review. The Committee was informed that:

1. Due to increasing costs and delays to the HS2 project, the government announced an independent review chaired by Douglas Oakervee.
2. The review is expected to be quick and report back soon – possibly around the Autumn Budget.
3. West Yorkshire Leaders are due to meet Douglas Oakervee and submit evidence in the coming weeks.
4. HS2 is strategically vital to the region's future and the Combined Authority has raised concerns about the project being cancelled or the eastern leg not being completed.
5. The Combined Authority continues to work with partners Transport for the North (TfN) and Northern Powerhouse 11 (NP11) to promote the benefits of HS2, Northern Powerhouse Rail (NPR) and the TransPennine Route Upgrade (TRU).

**Resolved:**

- i) That the Chair's update be noted.
- ii) That further information on the TransPennine Route Upgrade (TRU) be provided.

**18. Local Industrial Strategy and Policy Framework**

The Committee considered a report of the Director of Policy, Strategy & Communications providing an update of progress in developing a Local Industrial Strategy and integrated Policy Framework.

Following questions and discussion, the Committee concluded that:

1. Previously, 'Ageing Society' and 'Clean Growth' appeared to be the two strongest focuses for the region but the research has revealed new opportunities and strengths in the other two Grand Challenges ('Artificial

Intelligence / Data' and 'Future Mobility'). This provides more strategic opportunities but makes the ultimate decision more difficult.

2. In practice, each Local Industrial Strategy is a local expression of national policy. The four 'Grand Challenges' were identified by central government as the biggest challenges facing the country. Each region is required to find out which challenge its local strengths and assets can help improve the most at a national level.
3. The two main concerns arising from a locally owned strategy that is co-developed with central government:
  - i) Certain local evidence or needs might be overlooked if they do not quite fit with national priorities – for instance, focusing on the region's weakest 'Grand Challenge' instead of the strongest one in order to improve it is not strategically possible.
  - ii) Certain areas might be preferred over others – for instance, 'Leeds-centric' interventions might provide a greater 'return on investment' and receive more investment ahead of other areas in greater need that might not provide immediate outcomes.
4. The research and strategy development process has been invaluable in identifying the region's strengths, weaknesses and opportunities. Regardless of the final Local Industrial Strategy, the new evidence can now be used to redevelop existing strategies and improve future service delivery in all areas – such as the 'transport connectivity plan' (in development) and future business support services (under review).
5. The findings from comparable LEP area's own local industrial strategies have provided useful information on how the Leeds City Region compares and can be used in future performance monitoring and benchmarking.
6. The focus on 'place' and 'people' in the research was welcome. The findings have helped better outline the economic profile of more places and skills profiles of more people. This will further support ambitions to ensure that:
  - *Places* are sufficiently connected so that development and investment in any place can be felt and benefited from in other places.
  - *People* are sufficiently skilled so that they can benefit from the opportunities presented by economic growth and improved productivity.
7. A more comprehensive picture of all the individual places within the wider region will put the Combined Authority in a better position to fulfil its fundamental strategic and partnership role at a regional level.
8. Much of the success and outcomes of the Local Industrial Strategy remain out of the Combined Authority's direct control and reliant on partner councils or other partners – such as transport operators, higher education institutions and central government agencies. In the absence of direct devolved powers, lines of local accountability to achieve 'people

focused' outcomes remain unclear – for instance in bus services and skills provision.

- *Bus services*: In the past the Committee heard that 'quality contracts' with bus operators to strengthen 'customer focused' outcomes were under consideration. It is now understood that the recently formed 'Bus Alliance' aims to continue similar work with bus operators to improve the customer experience.
- *Skills*: Although local universities contributed greatly to the research, analysis and findings of the Local Industrial Strategy – and are well represented on advisory panels – it is not expected that the final strategy will alter or affect university courses and programmes. There is other work underway within the Combined Authority to strengthen partnership working with universities.

**Resolved:**

- i) That the report be noted.
- ii) That further information be provided to the Committee on:
  - West Yorkshire Bus Alliance
  - Whether other combined authority areas fund disabled passes at peak times

**19. Major strategic developments and preparations**

The Committee received reports of the Managing Director, Director of Policy, Strategy & Communications and Director of Corporate Services outlining any developments or progress towards:

- Securing meaningful devolution
- Implementing the LEP review and creating a new LEP covering West and North Yorkshire
- Budget, funding and business planning 2020/21
- Brexit preparations

Devolution

1. Announcements on devolution were expected at the Convention of the North event attended by the Prime Minister which was ongoing at time of the meeting.
2. A Downing Street press release earlier that morning said the Prime Minister was expected to say he was committed to delivering the Sheffield City Region deal and also minded to 'open up negotiations with Leeds and West Yorkshire'.

LEP review & merger

3. The Leeds City Region LEP is expected to be compliant with all new regulations arising from the LEP Review by the April 2020 deadline.

4. It has been suggested in some quarters that discussions about the LEP merger be 'paused' until devolution discussions have sufficiently progressed but there is a further joint LEP transition group meeting scheduled in October 2019.

#### Budget, funding and business planning 2020/21

5. Other combined authority areas have an advantage due to extra revenue streams from historic publicly owned and managed mass transit systems. A large initial capital investment is needed for West Yorkshire to be able to develop a similar revenue generating transport system.
6. Most transport funding is allocated at a West Yorkshire area level rather than proportionally on a district by district basis.
7. Clarification was requested regarding figures projecting an increase in staffing costs and a decrease in consultancy fees and whether this meant that more expertise was being recruited for internal retention.

#### Brexit preparations

8. The Combined Authority is proceeding with preparations under the presumption that a non-negotiated exit from the EU will occur on 31 October 2019 as that is the most disruptive scenario.
9. The current intention is for the Combined Authority to support businesses in any way it can – from advice and information to limited grant offers – but businesses are primarily responsible for ensuring that they are prepared.
10. The onus is on businesses to ensure they are prepared. An issue may arise where businesses that did not prepare effectively at the time may be given assistance later which may put them at an advantage over businesses that took steps to ensure they were relatively prepared at their cost.

#### **Resolved:**

- i) That the strategic updates be noted.
- ii) That further updates following national political developments and conclusions from the 'Convention in the North' on these strategic issues be added to the agenda of the next meeting on 15 November 2019.
- iii) The further information be provided on the projected increase in staffing costs and lowering of consultancy fees.

#### **20. Scrutiny Work Programme 2019/20**

The Committee considered a report of the Scrutiny Officer outlining the 2019/20 Work Programme.

**Resolved:**

- i) That the Work Programme be noted.
- ii) That the next two committee meetings to be held on 15 November 2019 and 17 January 2020 aim to focus on skills and transport connectivity respectively.
- iii) That the start time of the next meeting to be held on 15 November 2019 be moved from 11.00 am to 2.00 pm to accommodate attendance from lead members.
- iv) That the Chair of the Transport Committee be invited to a future meeting to discuss emerging strategic issues in transport such as the connectivity strategy, Bus Alliance and upcoming sale of major bus operators in West Yorkshire and cycling & walking.

**21. Date of the next meeting – 15 November 2019**





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**Report to:** Overview and Scrutiny Committee

**Date:** 15 November 2019

**Subject:** **Cover report: Employment & Skills, apprenticeships and the Skills Commission**

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**Director:** Angela Taylor, Corporate Services

**Author(s):** Khaled Berroum, Scrutiny Officer

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## 1. Purpose of this item

- 1.1 The purpose of this session is for the Overview and Scrutiny Committee to:
- i. understand the work and aims of the ongoing Skills Commission led by the Combined Authority Chair.
  - ii. determine how the Skills Commission is tackling some of the issues and concerns raised by scrutiny last year (2018/19).
  - iii. determine how the Skills Commission aims to make the case for more local accountability of skills and devolution of skills policy and funding to regions.
  - iv. understand the combined authority's current powers, remit and programmes in delivery with regards to skills (in the absence of devolution), in particular in schools engagement and apprenticeships.
  - v. note information requested by scrutiny in the past includes how many schools the programme has engaged with and what constitutes an 'encounter'.
- 1.2 The following members have been invited to this meeting:
1. Cllr Susan Hinchcliffe, Chair of the Combined Authority & Chair of the Skills Commission
  2. Rashik Parmar, LEP Board Member and Chair of the Employment & Skills Panel

## 2. Information

- 2.1 Last year, scrutiny looked into the combined authority's work on apprenticeships and expressed concern at the bleak regional picture and the lack of power and resources available to local authorities to make an impact and intervene in apprenticeships and skills in their areas.

- 2.2 Over two sessions (18 January & 22 March 2019), the Committee considered a joint-report of the Director of Resources (now Corporate Services) and Executive Head of Economic Services providing an update on internal and external apprenticeship activity and programmes being delivered, or part funded, by the Combined Authority – and came to several conclusions, outlined below.
- 2.3 Regarding the wider apprenticeships landscape, the committee concluded that:
1. The **regional and national picture** regarding apprenticeships was bleak. The expected upswing in apprenticeships, at larger organisations in particular, following the introduction of the Apprenticeship Levy had not materialised.
  2. There still **appear to be too many barriers to young people** being able to take on and complete apprenticeships including cost, quality of training provider's provision, quality of placement, awareness and access to opportunities, and – even when successfully completed – not enough progress from an apprenticeship to a long term, meaningful job.
  3. The importance of helping to **combat any trend of apprentices being used as cheap, menial labour** and protect apprenticeships as valuable alternative learning opportunities that lead to meaningful, long term work as a primary outcome. The current policy within the Apprenticeship Grants for Employers (AGE) scheme to promote higher wages for apprenticeships than the legal minimum and not penalise young people was welcome.
  4. Apprenticeships must **ultimately lead to long-term meaningful jobs** and not be a form of cheap labour. Monitoring and enabling that outcome should be a strategic priority for all apprenticeship activity.
- 2.4 Regarding the areas under the direct control or indirect influence of the Combined Authority, its partners and customers – the committee further concluded that:
5. **Combined Authority's impact:** The report's appendices were not clear on what action could be taken to mitigate the downturn. Statistics and data presented in reports in future should include further analysis alongside a greater insight into what actions the Combined Authority could take to help mitigate the downturn and bridge the gap.

To encourage apprenticeship starts, the Combined Authority supports businesses through the bureaucracy involved in taking on apprentices through the Employment Hub and incentivises small and medium sized businesses (SMEs) to take on apprentices for the first time through the Apprenticeship Grants for Employers (AGE) programme – however, the Combined Authority does not fund apprenticeship training directly, does not monitor the quality of apprenticeships (currently OFSTED's remit), and is not funded to perform follow-up checks on apprentices (funded through

AGE grants) while they are in training or after their apprenticeships are completed. Although, a survey of businesses funded through Phase 1 of the AGE programme was undertaken.

- 6. Intelligence and data:** While the Combined Authority cannot access much data from the private sector, it should seek to gain a greater insight into the current picture and data from partner organisations and other public sector organisations regionally which make up around 35% of the economy – such as the NHS, local councils and other agencies.
- 7. Starts versus completions:** Both nationally and locally, there appears to be a greater focus on apprenticeship starts than on completion of apprenticeships and outcomes arising from apprenticeship-related activity. Increasing the number of *completed* apprenticeships should be a key priority in the long term – not just increasing the number of starts. The difficulties of gathering this data was also noted.
- 8. It is vital that businesses take ownership of their role** in, and impact on, communities – particularly those businesses who are in receipt of Combined Authority funding and support. Funding and support should come with stronger conditions and 'strings attached' that aim to enable better practices and outcomes.
- 9. Responsibility for the success of apprenticeships** should not be left solely with the training providers and employers. The Combined Authority should consider what it can do to help through existing service delivery and in future service / programme development to 'fill the gaps' and support apprenticeships more broadly.
- 10. Monitoring quality of apprenticeships:** The Combined Authority should consider whether it is in a position to monitor the quality of what training providers are delivering and engage with apprentices directly to influence and enable higher completion rates – particularly in respect of programmes and businesses it is involved with.
- 11. Monitoring of strategic outcomes:** Where the Combined Authority provides funding or support to apprenticeship, the Committee expects that the outcomes and impact of spending / support is being monitored and evaluated and future policy and delivery models are being developed with those outcomes and conclusions in mind.
- 12. Stereotypes and unreceptive schools:** The Committee was alarmed by reports that many schools and sixth forms are not receptive to approaches from education and training providers to promote apprenticeships amongst students and that when schools do engage, they often direct apprenticeships to a regressively stereotypical cohort of students. Members offered to assist officers in any way they could either through formal correspondence or through their positions as school governors. Members also suggested officers speak to STEM coordinators that many schools have, who may be more receptive.

**13. Youth engagement:** There may be a need to develop a broader engagement strategy aimed at reaching young people and students directly and cross-selling opportunities through other services areas, such as transport services, as well as targeting the 80% of businesses in the region that have never taken on an apprentice. The Combined Authority currently aims to build apprenticeship messaging into all of its 'Enterprise in Education' activity in order to reach as many people as possible.

**14. The current gender disparity** across apprenticeship types and sectors is disappointing and Members would support a piece of work focused on unpicking the reasons for the disparity and discussing potential solutions.

**15. Internal apprenticeships at the Combined Authority:** The ongoing development of an internal staff development strategy and framework where apprenticeships feature as a key element was welcomed and progress is expected in the near future. It's essential that the Combined Authority leads by example by recruiting and strongly supporting apprenticeships internally. It cannot credibly promote externally what is not being achieved internally. Its role as an enabler is weakened if it does not meet internal targets.

**16. Approach to procurement:** Current work being undertaken within the Combined Authority to revise procurement policies is a good opportunity to support apprenticeships through a more selective approach. While it is understood that European Union regulations make too much flexibility in procurement challenging and that the Combined Authority is currently bound by existing contracts and funding agreements, in the future, stronger consideration should be given to a more being more selective in which suppliers and partners it procures and enters into contracts.

2.5 In a related item on business grants programmes at the 22 March 2019 meeting, Scrutiny made seven additional recommendations on inclusive growth criteria for business grants – adding to the two made at the 14 September 2018 meeting. One of these seven recommendations was that the business grants inclusive growth criteria should:

‘promote, incentivise, support and monitor higher level apprenticeships paid at the living wage that conclude in long term, good employment for young people’.

2.6 At an inquorate meeting held in public on 24 May 2019, scrutiny members were informed that there was a low uptake in the second iteration of the Apprenticeship Grant for Employers (AGE) programme due to ‘high bar’ on application criteria, so the Employment and Skills Panel and LEP Board, reduced the criteria in the hope of attracting more successful applicants. A briefing note was provided outlining the changes following the meeting.

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**Report to:** Overview and Scrutiny Committee

**Date:** 15 November 2019

**Subject:** **Employment and Skills, Apprenticeships and the Skills Commission**

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**Director:** Henry Rigg, Interim Executive Head of Economic Services

**Author(s):** Michelle Burton, Head of Employment and Skills

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## **1. Purpose of this item**

1.1 The purpose of this paper is to:

- Provide an overview of the Future-Ready Skills Commission, its progress to date, and emerging themes;
- Provide an update on the delivery of skills programmes by the Combined Authority, with particular focus on schools engagement and apprenticeships.

## **2. Information**

### **Skills Commission**

2.1 The Future-Ready Skills Commission, chaired by Cllr Susan Hinchcliffe, launched in Jan 2019, with an aim to set out a bold and ambitious blueprint of how the skills system can work better for regional and national economies, using Leeds City Region as a case study. The Commission is supported by the Combined Authority, although it sits outside LEP and Combined Authority governance arrangements.

2.2 Commissioners have been drawn from education, think tanks and businesses including representatives from Further and Higher Education, TUC and CBI at a national level. The local education and training provider landscape is represented by the Chair of the Leeds City Region Skills Network. A full list of Commissioners is available at <http://futurereadyskillscommission.com/meet-the-commissioners/>

The Commission is focused on the post-16 skills system, and is structured around three themes:

- Technical Education
- Careers Information and Inspiration
- Workforce skills

### Work plan

- 2.3 To date, the Commission has undertaken a literature review, invited responses to a call for evidence, and has considered the current performance of the skills system against each of the key themes. Visits have taken place to Mayoral Combined Authorities to hear about their experiences of, and approaches to skills devolution. In addition, in-depth meetings are taking place with each of the Commissioners in order to test potential recommendations with them. Officers are making contact with officials at the Department for Education and the Education and Skills Funding Agency to begin testing the findings of the Commission with Government.
- 2.4 The meeting of the Commission in September 2019 considered evidence relating to the changing nature of work, including as a result of automation, and the skills implications.
- 2.5 An interim report is due imminently, and will feed into the Local Industrial Strategy. Emerging recommendations have also influenced the development of 'asks' for a devolution deal. The Commission will close in January followed by the publication of a final report including recommendations. The final report will make recommendations directly to Government for how the skills system needs to change in order to deliver better local outcomes.

### Emerging recommendations

- 2.6 The following high level areas that need to change have been identified and are being explored by Commissioners:
  - 1. **Access for all to high quality careers information and services that are relevant to the local labour market and empower individuals to make informed decisions about learning, training and work.**
  - 2. **An integrated approach to local economic strategies with employment and skills, with local leadership to deliver a system that is more responsive to employer needs and the economy.**
  - 3. **A system that increases demand for adult learning at all levels, and a finance system that enables individuals to take up and progress in learning.**
  - 4. **Employers need to be motivated to train and re-train staff and support progression, particularly those in lower paid work to gain higher level skills.**
  - 5. **A joined up, neighbourhood level, approach to support progression to work.**
  - 6. **Support and coordination to encourage high performing workplace practices and to increase the demand for skills among employers.**
  - 7. **Fully integrated business and skills offer at the level of functional economic areas.**
  - 8. **Return investment levels in technical education and skills to previous levels.**

9. Increased local influence through devolved powers and funding for technical education routes, with a focus on progression.
10. Greater collaboration between industry and education & training providers to be responsive to local skills deficits.

### **Skills Programmes**

- 2.7 The Combined Authority delivers a number of skills programmes in support of its strategic priorities, in partnership with Local Authorities, where it has been possible to secure funding from government, European Social Funding or other sources.
- 2.8 In this report, to provide the information previously requested by the Committee, the focus is particularly on the Combined Authority's activity to support schools engagement and apprenticeships.

### **Schools Engagement**

#### Enterprise Adviser Network

- 2.9 A team of 13 members of staff (Enterprise Coordinators) is in place and the core of its role is to deliver the Enterprise Adviser Network (EAN) which connects senior business leaders with schools and colleges. Support is provided to education institutions to embed business engagement in careers and enterprise education, giving students more opportunities to learn about the world of work and develop relevant employability skills that employers want. The project is part funded by the Careers and Enterprise Company (CEC). The team is currently engaged with 183 (89%) of secondary schools and colleges. A full list of these schools is attached at **Appendix 1**.
- 2.10 Research shows that young adults who have four or more meaningful encounters with employers whilst at school are 86% less likely to become NEET (Not in Employment, Education or Training) and can expect, when in full-time employment, to earn up to 18% more in their careers than those who had no such exposure. A meaningful encounter is defined as one in which a student has an opportunity to learn about what work is like or what it takes to be successful in the workplace. An example of an "encounter" between young people and an employer, which the team has enabled to happen is attached at **Appendix 2**.
- 2.11 To counter their relative disadvantage in the labour market, the Combined Authority has set an ambitious target to deliver an enhanced model to support careers education to over 18,000 disadvantaged young people in 2019/20. In the financial year 18/19, the EAN 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. This financial year, the team is on target so far with 7,870 pupil premium students having at least two encounters, working towards the target of 18,000.

### Burberry project

- 2.12 Through this project, financially supported by Burberry and the Burberry Foundation, the Combined Authority's ambition is to improve social mobility and the life chances of young people to tackle educational inequality in Yorkshire. Working in partnership with the Careers & Enterprise Company, the LEP and Combined Authority are engaging with students and teachers across Leeds city region, targeting 40 schools who are most in need. The work of the project will support the schools in achieving the 8 Gatsby benchmarks, as measures of good careers guidance.

### Opportunity Area Work

- 2.13 In 2016, the Department for Education identified 12 areas of England with particular challenges with social mobility, including Bradford. Working closely in partnership with Bradford Council, the Combined Authority's role in the Opportunity Area is to increase business engagement with schools and help young people to understand the full range of career opportunities available, particularly in skills shortage areas. The Combined Authority is currently working with 44 schools and colleges across Bradford with a further three schools wishing to join the network. Over the last two years 124,389 young people have received at least one encounter with an employer with over 61% of the schools recording that every student in their school has received one encounter per year in key stage 3 and 4. PriceWaterhouseCooper is a key partner within the EAN network. Due to the success of the partnership with Bradford they are looking to roll the approach out nationally.

### Raising Aspirations Pilot

- 2.14 The Business Rates Pool funded Raising Aspirations Pilot was launched in April 2019. The pilot gives schools an opportunity to trial innovative approaches to raising 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.
- 2.15 16 projects were awarded following a competitive application process. These projects will support 6500 disadvantaged pupils to have multiple encounters with local employers with a focus on employers within our priority sectors. The projects awarded will deliver the outputs by July 31st 2020. An independent evaluation will assess the impact of these projects including case studies on what behaviour change has taken place with the pupils benefitting from the project.

### SEND Careers Hub

- 2.16 Young people with special educational needs and disabilities (SEND) are more likely to become NEET (not in education, employment or training) and are less likely to gain access to a sustained positive destination beyond KS4 compared to those without SEND. The Combined Authority was successful in



an application to the Careers and Enterprise Company for a pan-regional Careers Hub. The aims of the Hub are to support SEND students to develop a better understanding of careers opportunities and routes into employment and to have meaningful interactions with employers. The SEND Careers Hub will develop a more joined up and collaborative approach across educational institutions, allowing more young people to gain access to the relevant support. Schools will share best practice with each other and will prepare students for employment by providing meaningful encounters. The aim is for the student to make a successful transition into the world of work.

#### Kirklees Careers Hub

- 2.17 The Kirklees Careers Hub, established in September 2018 by the Careers and Enterprise Company and led by the Leeds City Region Enterprise Partnership. The Kirklees Careers Hub is one of twenty first wave hubs nationally, made up of 35 schools/colleges (26 Maintstream, 5 SEND, 2 Colleges and 2 PRU's) with the objective to support hub institutions to improve the careers provision and achieve the 8 Gatsby Benchmarks, supporting young people to have better and more informed choices of the career opportunities available to them. The Hub is making good progress in supporting its 35 member schools and colleges to work towards the Gatsby benchmarks of good careers guidance. The average number of benchmarks achieved is above the national average.

#### Skills for Growth

- 2.18 The Combined Authority has submitted a bid to DWP as Managing Agent for the European Social Fund to deliver a Skills for Growth programme commencing in January 2020. The Leeds City Region Skills for Growth programme will build on the track record of current skills programmes, linking closely with other business-facing services and products to support businesses to engage with the full breadth of the education landscape in order to improve the relevance of education and training provision. The programme will support businesses to engage with schools, colleges and universities in the way that best address their priorities. There will be a particular focus on supporting those most disadvantaged young people to have meaningful contact with employers.

### **Apprenticeship Support**

#### Employment Hub

- 2.19 The £9m Employment Hub – funded through European Social Fund and delivered in partnership with Local Authorities – launched in March 2019 and will support over 6,000 young people to access apprenticeships and employment.
- 2.20 Following a nine 9 month delay in contracting with the Managing Agent, a number of the local Hubs have experienced difficulties recruiting suitably experienced/qualified staff. It is anticipated that the programme could be

impacted by national funding issues facing apprenticeship providers (see section below) regarding engagement of non-levy companies, particularly the aspiration to engage businesses who have never offered apprenticeships before. Many companies being contacted by the programme are not prepared to commit to any form of additional/new recruitment or training in the current economic and political climate.

- 2.21 At the end of September 2019 the programme had:
- Engaged 892 15-24-year-old participants against a profile of 1,125 (79%). Of these 262, against a profile of 119 (220%), were recorded as being from ethnic minorities and 193 declared they had disabilities against a target of 92 (210%)
  - Engaged with 622 businesses against a target of 1029 (60%).

#### Apprenticeship Grant for Employers

- 2.22 Since summer 2015, the Combined Authority has been in receipt of funding via BIS/Skills Funding Agency for the devolved Apprenticeship Grant for Employers (AGE) for West Yorkshire. The devolved Apprenticeship Grant for Employers provides a grant of up to £2,500 to incentivise small and medium sized businesses to engage with apprenticeships. Through this scheme almost 3,000 businesses have recruited apprentices for the first time. The AGE grant provides a “top up” of up to £2,500 to core apprenticeship funding.
- 2.23 The AGE grant is in its final stages with all grant applications submitted during 2019/20 being processed by end of March 2020. The final date for applications is 29 November 2019. Despite a high level of demand in the first two years of the scheme, take-up of the AGE grant has been very low in its final phase, with only 10 applications being eligible for the grant at the time of this paper being written. An underspend of £934,223 is projected at end of March 2020. An important factor that has resulted in the recent low level of demand for the devolved AGE grant is a national shortage of core funding for SME (non-levy) apprenticeships (see section below).

#### Apprenticeship levy transfer

- 2.24 Since April 2019, companies with a pay-bill of over £3m have been subject to an apprenticeship levy. These companies can utilise their levy “pot” to fund apprenticeships within their company, or can transfer up to 25% to other companies. SME apprenticeships are funded directly by the Education and Skills Funding Agency (ESFA) through contracts with training providers.
- 2.25 The national funding model was introduced with an expectation that levy paying companies would only utilise up to 50% of their levy payments with the remainder being returned to government to fund SME apprenticeships. However, information from the National Audit Office suggests that usage has been at 60% and will increase further, leaving a deficit in the funding model.
- 2.26 In addition, annually there is normally an opportunity for providers to bid for ‘apprenticeship growth funding’ to support any programmes that they have

over recruited to. This funding is normally allocated to ESFA annually from the Treasury but this is not currently available or anticipated due to the lack of a formal Spending Review which would normally authorise the additional funding.

- 2.27 During summer of 2019 the LEP/Combined Authority was contacted by a number of training providers who have reported that they are turning away non-levy paying businesses and potential learners (up to 300 in autumn 2019) because of a shortage of core apprenticeship funding. We have surveyed providers and found that the vast majority have run out of funding for SME apprenticeships, or are soon to do so. This issue was raised at the LEP Board July meeting and officers were charged with finding solutions for this issue in the immediate and longer term.
- 2.28 Further to the discussion at the LEP Board, the following approach has been taken to respond to the issue over the summer period:
- Large (levy-paying) companies have been approached directly, prioritising those that the LEP/CA is already engaging with/supporting to seek and support transfers of any unspent levy;
  - On a pilot basis, provide a brokerage service between levy-paying employers and training providers for the purposes of levy transfer.
- 2.29 Although the biggest challenge has been identifying levy-payers with unspent funds, where these can be identified, the response has been very positive, with a key message about keeping money in the region really resonating. The vast majority of levy-payers were not aware that they could transfer up to 25% of their levy to SMEs.
- 2.30 A manufacturing company has finalised levy transfer of £60k per annum for three years to support 12 engineering apprentices. Officers are working with a group of levy-payers to support 32 apprenticeships in a priority sector, with a value of £1.2 million. The pilot phase has been successful in demonstrating that levy-payers are willing to engage in transfer, and has also shown that they need to be guided through this process. Business-facing messages have been tested and refined. A website has been developed and will soon be launched, reaching out to a larger number of levy-payers to address the shortfall that still exists.

## **Careers**

### Future Goals

- 2.31 In 2019/20, the Combined Authority aims to engage 250,000 people through careers campaigns to raise awareness of career opportunities in the city region, through an all-age careers portal [futuregoals.co.uk/](https://futuregoals.co.uk/) with engaging content based on robust labour market evidence.

## [re]boot

- 2.32 Launching in 2019/20, this programme is supporting adults (particularly under-employed graduates and those in low quality and low paid jobs) to re-train in evidenced skills shortage areas – digital skills, construction and engineering. This £2.6 million programme is co-funded through the European Social Fund (ESF).

## **Work Wellness**

- 2.33 A work wellness pilot in York and Calderdale is testing approaches to enable individuals who are currently off sick to remain in work and/or return to the workplace.

## **Skills Capital**

- 2.34 Through the Skills Capital programme, £79 million has been invested in improving college facilities in Leeds City Region to ensure that young people and employers, particularly in our key sectors, are supported by high quality skills and education facilities. The Delivery Directorate is overseeing the delivery of these schemes, which have improved facilities at the following Colleges: Kirklees, Shipley, Leeds, Calderdale, Wakefield, Selby, Bradford and Leeds College of Building.

## **Strategic activity**

- 2.35 The Combined Authority's annual labour market report is used by education and training providers across the city region to plan their curricula and is recognised as a national exemplar. The 2018/19 report is available here <http://www.the-lep.com/LEP/media/New/Leeds-City-Region-Labour-Market-Report-2018-2019.pdf>. Labour market information is also produced at district level to support Local Authorities.
- 2.36 During 2016/17, Delivery Agreements were developed and published for each of the seven Further Education Colleges in West Yorkshire, setting out individualised and measurable expectations of how Colleges have agreed to work towards the Combined Authority and LEP's priorities for the Leeds City Region. This was a unique approach in England, and an important step towards influencing the £50 million Adult Education Budget under a devolved skills system. Delivery Agreements are intended to influence the full range of college provision and are an important next step in strengthening broader relationships with providers and influencing the curriculum offer to meet the needs of businesses and individuals. The first formal review of Delivery Agreements was published on 6 June highlighting the outcomes of the reviews and current position statement for each college <https://www.westyorks-ca.gov.uk/media/2350/delivery-agreements-2019.pdf>.

## **Forward plans**

- 2.37 Services will be adapted where possible to the changing needs of businesses in response to Brexit. Businesses with a high volume of EU migrant workers may respond to greater controls on movement of labour by recruiting greater numbers of local people in future. Alternatively, businesses may respond by automating routine processes and replacing high volumes of low skilled jobs with fewer higher skilled employees. In either of these scenarios, support is available for businesses and individuals with the Growth Service providing an initial point of entry to all business support services. It will be important to work closely with firms in key sectors heavily reliant on European Economic Area (EEA) migrant workers to support their skills needs and to make sure they have access to a local workforce that meets their labour needs.
- 2.38 Support available to business to become more inclusive employers will be further developed, including by support to develop skills plans to support staff at all levels, to create apprenticeship opportunities, and by supporting employees with disabilities and health issues.

## **3. Financial Implications**

- 3.1 All of the employment and skills services listed in this paper are externally funded, time limited and constrained by the requirements of the funder/s. The services summarised above are funded through sources including European Social Funds, Careers and Enterprise Company and Government.
- 3.2 Core services face a cliff edge in funding when current contracts come to an end, with the Apprenticeship Grants for Employers coming to an end in March 2020 and much of our Schools Engagement work only funded to August 2020.

## **4. Legal Implications**

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

## **5. Staffing Implications**

- 5.1 Almost thirty staff are employed by the Combined Authority in the Employment and Skills Team to deliver the services outlined above. Staff in Economic Policy, Research and Intelligence, Communications and Delivery teams also contribute directly to this activity. Several schemes are co-delivered by Local Authorities, most notably the Employment Hub which contributes to the salaries of 53 staff employed in the districts.

## **6. External Consultees**

- 6.1 No external consultation has been carried out regarding this report.

## **7. Recommendations**

- 7.1 That the Overview and Scrutiny Committee considers the report and provides any comments or recommendations.

## **8 Background documents**

None.

## **9 Appendices**

Appendix 1 - A list of the schools that are currently engaged with the Enterprise Adviser Network across Leeds City Region.

Appendix 2 - An example of an “encounter” between young people and an employer that the team has enabled to happen.

# Agenda Item 5

Appendix 1

School/College Name	Postcode	District
Appleton Academy	BD12 8AL	Bradford
Beckfoot School	BD16 1EE	Bradford
Beckfoot Oakbank	BD22 7DU	Bradford
Beckfoot Thornton	BD13 3BH	Bradford
Beckfoot Upper Heaton	BD9 6ND	Bradford
Beechcliffe Special School	BD20 6ED	Bradford
Belle Vue Girls' School	BD9 6NA	Bradford
Bingley Grammar School	BD16 2RS	Bradford
Bradford Academy	BD4 7QJ	Bradford
Bradford Central PRU	BD18 3JE	Bradford
Bradford College	BD7 1AY	Bradford
Bradford District PRU	BD4 7SY	Bradford
Bradford Forster Academy	BD4 8RG	Bradford
Bradford Girls' Grammar School	BD9 6RB	Bradford
Buttershaw Business & Enterprise College Academy	BD6 3PX	Bradford
Carlton Bolling College	BD3 0DU	Bradford
Dixons Allerton Academy	BD8 0DH	Bradford
Dixons City Academy	BD5 7RR	Bradford
Dixons Cottingley	BD16 1TZ	Bradford
Dixons Kings Academy	BD7 2AN	Bradford
Dixons McMillan Academy	BD5 0JD	Bradford
Dixons Trinity Academy	BD5 0BE	Bradford
Ellar Carr	BD10 0TD	Bradford
Feversham College	BD3 0LT	Bradford
Grange Technology College	BD5 9ET	Bradford
Hanson School	BD2 1JP	Bradford
Hazelbeck Special School	BD16 1EE	Bradford
High Park School	BD9 6RY	Bradford
Ilkley Grammar School	LS29 8TR	Bradford
Immanuel College	BD10 9AQ	Bradford
Laisterdyke Leadership Academy	BD3 8HE	Bradford
Oasis Academy Lister Park	BD8 7ND	Bradford
Oastlers School	BD4 7RH	Bradford
One In A Million Free School	BD8 7DX	Bradford
Parkside School	BD13 5AD	Bradford
Queensbury School	BD13 2AS	Bradford
Shipley College	BD18 3JW	Bradford
Southfield School	BD5 9ET	Bradford
St Bede's and St Joseph's Catholic College	BD9 4BQ	Bradford
The Holy Family Catholic School	BD20 6LH	Bradford
Titus Salt School	BD17 5RH	Bradford
Tong Leadership Academy	BD4 6NR	Bradford
University Academy Keighley	BD20 6EB	Bradford
Brighouse High School	HD6 2NY	Calderdale
The Brooksbank School	HX5 0QG	Calderdale
Calder High School, A Specialist Technology College	HX7 5QN	Calderdale
Calderdale PRU	HX2 9SR	Calderdale
Lightcliffe Academy	HX3 8TL	Calderdale
Park Lane Learning Trust	HX3 9LG	Calderdale
Rastrick High School	HD6 3XB	Calderdale
Ravenscliffe High School	HX3 0RZ	Calderdale
Ryburn Valley High School	HX6 1DF	Calderdale
Sowerby Bridge High School	HX6 2NW	Calderdale
The Crossley Heath School	HX3 0HG	Calderdale
The Halifax Academy	HX2 0BA	Calderdale
The North Halifax Grammar School	HX2 9SU	Calderdale

Todmorden High School	OL14 7DG	Calderdale
Trinity Academy, Halifax	HX2 9TZ	Calderdale
Calderdale College	HX1 3UZ	Calderdale
South Craven School	BD20 7RL	Craven
Nidderdale High School	HG3 5HL	Harrogate
St Aidan's Church of England High School	HG2 8JR	Harrogate
St John Fisher Catholic High School	HG2 8PT	Harrogate
All Saints Catholic College Specialist in Humanities	HD2 2JT	Kirklees
Almondbury Community School	HD5 8PQ	Kirklees
Batley Girls High School	WF17 0LD	Kirklees
Batley Grammar School	WF17 0AD	Kirklees
BBG Academy	BD19 4BE	Kirklees
Castle Hall Academy Trust	WF14 9PH	Kirklees
Colne Valley High School	HD7 5SP	Kirklees
Ethos College	HD5 9NY	Kirklees
Fairfield School	WF17 8AS	Kirklees
Heckmondwike Grammar School	WF16 0AH	Kirklees
Holmfirth High School	HD9 7SE	Kirklees
Honley High School	HD9 6QJ	Kirklees
Huddersfield New College	HD3 4GL	Kirklees
Joseph Norton Academy	HD8 9JU	Kirklees
King James's School	HD4 6SG	Kirklees
Kirklees College	HD1 3LD	Kirklees
Manor Croft Academy	WF12 7DW	Kirklees
The Mirfield Free Grammar and Sixth Form	WF14 9EZ	Kirklees
Moor End Academy	HD4 5JA	Kirklees
Netherhall Learning Campus High School	HD5 9PG	Kirklees
Newsome High School and Sports College	HD4 6JN	Kirklees
North Huddersfield Trust School	HD2 1DJ	Kirklees
Ravenshall School	WF12 9EE	Kirklees
Westfields Pupil Referral Unit	WF17 0BQ	Kirklees
Royds Hall Community School	HD3 4HA	Kirklees
Salendine Nook Academy Trust	HD3 4GN	Kirklees
Scissett Middle School	HD8 9JX	Kirklees
Shelley College	HD8 8NL	Kirklees
Southgate School	HD5 8TG	Kirklees
Spen Valley High School	WF15 7LX	Kirklees
St John Fisher Catholic Voluntary Academy	WF13 4LL	Kirklees
Thornhill Community Academy Trust	WF12 0HE	Kirklees
Upper Batley High School	WF17 0BJ	Kirklees
Westborough High School	WF13 2JE	Kirklees
Whitcliffe Mount School	BD19 3AQ	Kirklees
Woodley School and College	HD5 8JE	Kirklees
Abbey Grange Church of England Academy	LS16 5EA	Leeds
Allerton Grange School	LS17 6SF	Leeds
Allerton High School	LS17 7AG	Leeds
David Young Community Academy	LS14 6NU	Leeds
Boston Spa School	LS23 6RW	Leeds
Brigshaw High School	WF10 2HR	Leeds
Broomfield South SILC	LS10 3JP	Leeds
Bruntcliffe Academy	LS27 0LZ	Leeds
Cardinal Heenan Catholic High School	LS6 4QE	Leeds
Carr Manor Community School, Specialist Sports College	LS17 5DJ	Leeds
South Leeds Academy	LS10 2JU	Leeds
Cockburn School	LS11 5TT	Leeds
Corpus Christi Catholic College	LS9 0TT	Leeds
Crawshaw Academy	LS28 9HU	Leeds



Dixons Unity Academy	LS12 3DS	Leeds
Elliott Hudson College	LS11 8PG	Leeds
Garforth Academy	LS25 1LJ	Leeds
Guiseley School	LS20 8DT	Leeds
Horsforth School	LS18 5RF	Leeds
John Smeaton Academy	LS15 8TA	Leeds
Lawnswood School	LS16 5AG	Leeds
Leeds City Academy	LS6 2LG	Leeds
Leeds City College	LS3 1AA	Leeds
Leeds East Academy	LS14 6TY	Leeds
Leeds West Academy	LS13 1DQ	Leeds
Lighthouse School Leeds	LS16 6QB	Leeds
Mount St Mary's Catholic High School	LS9 8LA	Leeds
Notre Dame Catholic Sixth Form College	LS2 9BL	Leeds
Otley Prince Henry's Grammar School Specialist Language College	LS21 2BB	Leeds
Pudsey Grangefield School	LS28 7ND	Leeds
Ralph Thoresby School	LS16 7RX	Leeds
Roundhay School	LS8 1ND	Leeds
Royds School	LS26 8EX	Leeds
St. Mary's Menston, a Catholic Voluntary Academy	LS29 6AE	Leeds
Temple Moor High School	LS15 0PT	Leeds
The Co-operative Academy of Leeds	LS9 7HD	Leeds
The Co-operative Academy Priesthorpe	LS28 5SG	Leeds
The Farnley Academy	LS12 5EU	Leeds
The Morley Academy	LS27 0PD	Leeds
The Ruth Gorse Academy	LS10 1HW	Leeds
The Stephen Longfellow Academy	LS11 8PG	Leeds
West Oaks SEN Specialist School and College	LS23 6DX	Leeds
West Specialist Inclusive Learning Centre	LS28 6HL	Leeds
Wetherby High School	LS22 6JS	Leeds
Woodkirk Academy	WF3 1JQ	Leeds
Dixons Trinity Chapeltown	LS7 4AW	Leeds
John Jamieson School	LS8 2PW	Leeds
Leeds College of Building	LS2 7QT	Leeds
The Elland Academy	LS12 6DQ	Leeds
Ackworth School	WF7 7LT	Wakefield
Airedale Academy	WF10 3JU	Wakefield
Carleton Community High School A Specialist Science With Mathematics School	WF8 3NW	Wakefield
Castleford Academy	WF10 4JQ	Wakefield
Cathedral Academy	WF2 8QF	Wakefield
Crofton Academy	WF4 1NF	Wakefield
De Lacy Academy	WF11 0BZ	Wakefield
High Well School	WF8 2DD	Wakefield
Highfield School	WF5 9BS	Wakefield
Horbury Academy	WF4 5HE	Wakefield
Kettlethorpe High School, A Specialist Maths and Computing College	WF2 7EL	Wakefield
Minsthorpe Community College, A Specialist Science College	WF9 2UJ	Wakefield
New College Pontefract	WF8 4QR	Wakefield
Ossett Academy and Sixth Form College	WF5 0DG	Wakefield
Wakefield City Academy	WF1 4SF	Wakefield
Outwood Academy Freeston	WF6 1HZ	Wakefield
Outwood Academy Hemsworth	WF9 4AB	Wakefield
Outwood Grange Academy	WF1 2PF	Wakefield
Pinderfields Hospital PRU	WF2 0LW	Wakefield
St Thomas a Becket Catholic Secondary School, A Voluntary Academy	WF2 6EQ	Wakefield

St Wilfrid's Catholic High School & Sixth Form College: A Voluntary Academy	WF7 6BD	Wakefield
The Featherstone Academy	WF7 5AJ	Wakefield
The King's School Specialising in Mathematics and Computing	WF8 4JF	Wakefield
Wakefield College	WF1 2DH	Wakefield
The Springfield Centre	WF2 8BB	Wakefield
All Saints RC School	YO24 1BJ	York
Applefields School	YO31 0LW	York
Askham Bryan College	YO23 3FR	York
Danesgate Community	YO10 4PB	York
Fulford School	YO10 4FY	York
Huntington School	YO32 9WT	York
Manor Church of England Academy Trust	YO26 6PA	York
Vale of York Academy	YO30 6ZS	York
York High School	YO24 3WZ	York

# OE Electrics curriculum learning with Ossett Academy

Ossett Academy and Enterprise Adviser, David Masters (MD of OE Electrics) partnered to support a group of 30 year 11 engineering students to learn and experience the end-to-end manufacturing process in preparation for their GCSE engineering exam.

To bring this experience to life and learn and ensure the experience was really meaningful the project was split into these areas:

- 1 Workshop delivered in the classroom by experienced OE Electrics engineer and head of manufacturing
  - Task set by OE Electrics for students to research about the business, the process and production line
  - Site visit and tour of OE Electrics to see first hand the number of roles and processes needed to manufacturer the electrical products
  - Follow up support in classroom on preparing for the exam
  - Next steps covered on career opportunities and pathways into engineering and manufacturing.

## Key Features

- Gatsby Benchmark 4 – Linking curriculum learning to careers
- Gatsby benchmark 5 – Meaningful employer encounters
- Gatsby Benchmark 6 – Experience of a workplace
- Supporting year 11 students with engineering exam
- Promoting engineering and manufacturing and career pathways

## Outcomes

- OE Electrics built strong relationship with school and students
- Students feel better prepared for GCSE exam and have practical examples to draw upon
- Students feel inspired and informed on the range of careers they could pursue in the sector after school



***“The students had a fantastic experience, the site visit in particular really brought to life the world of manufacturing!”***  
**Dan Green,**  
**Ossett Academy**

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<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date:</b>	15 November 2019
<b>Subject:</b>	<b>Cover report: Strategic updates and performance monitor</b>

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<b>Director:</b>	Angela Taylor, Director of Corporate Services
<b>Author(s):</b>	Khaled Berroum, Scrutiny Officer

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## 1. Purpose of this item

- 1.1 The purpose of this session is for the Overview and Scrutiny Committee to:
- **Corporate plan, budget and risk performance:** monitor the performance of corporate plan objectives (KPIs), budget/funding and risk management.
  - **Local Industrial Strategy:** note the final policy proposals for the Local Industrial Strategy submission to government, following the consultation in the previous two scrutiny meetings.
  - **Devolution, LEP merger / review and Brexit preparations:** consider any updates since the last meeting, bearing in mind that the calling of an election and the Article 50 extension until 31 January 2020.

## 2. Information

- 2.1 At the previous scrutiny meeting held on 13 September 2019, the Committee requested that further updates on these strategic issues, following national political developments, be added to the agenda of this meeting. Since the last meeting, a general election has been called, which has affected some issues.

### **Corporate planning, risk and performance**

- 2.2 It was reported at the last meeting that budget and business planning for 2020/21 is underway. In addition to an update on budget planning for 2020/21, the appended officer report also includes a current performance and risk snapshot.

### **Local Industrial Strategy**

- 2.3 It was reported at the last meeting that work on the Local Industrial Strategy was entering its final stages and the findings from the research was discussed by the committee, with particular welcome given to the focus on ‘people’ and ‘places’. The committee concluded – amongst other things – that the findings appear to have improved the evidence base and helped better outline the economic profile of more places and skills profiles of more people within the region and will put the Combined Authority in a better position to fulfil its fundamental strategic and partnership role. Further conclusions from the previous meeting are recorded in the minutes and draft policy proposals are included within the appended report for information.

### **Devolution**

- 2.4 It was reported at the last meeting that announcements on devolution were expected by the prime minister at the Convention of the North event taking place at the same time as the committee meeting (13 September 2019). A briefing note was distributed to members via email after the meeting. Since then, it was also reported in the Yorkshire Post (30 Sept 2019) and other regional media that constructive talks had taken place between West Yorkshire council leaders and ministers. However, since the last committee meeting, a general election has been called and the expected budget on 6 November 2019 did not take place. Any updates will be provided at the meeting.

### **LEP merger & review**

- 2.5 It was reported to the last meeting that discussions on the LEP merger between Leeds City Region and York & North Yorkshire might be paused in light of restarted devolution discussions, however a meeting of the joint LEP transition group took place in October 2019 and both LEP Boards meet in November 2019. Any further updates will be provided at the meeting.

### **Brexit preparations**

- 2.6 It was reported at the last meeting that the Combined Authority and LEP have gathered the necessary intelligence and undergone necessary preparations – including new business support and information programmes – for the expected exit from the European Union.
- 2.7 As of the time of writing reports, the previous expected exit date of 31 October 2019 was pushed back to 31 January 2020 following the granting of an extension. Any further updates will be provided at the meeting.

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**Report to:** Overview and Scrutiny Committee

**Date:** 15 November 2019

**Subject:** **Strategic updates and performance monitor**

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**Director:** Ben Still, Managing Director

**Author(s):** Angela Taylor, Director of Corporate Services  
Alan Reiss, Director of Policy, Strategy & Communications

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## **1. Purpose of this report**

- 1.1 To update the Committee on corporate performance including progress against corporate plan priorities, risk management and budget position and work underway on the business plan and budgeting for 2020/21.
- 1.2 To update the Committee on devolution developments since the last meeting.
- 1.3 To update the Committee how the Leeds City Region Enterprise Partnership (LEP), Combined Authority and partners are addressing the requirements following Government's review of LEPs to position the City Region positively to deliver a local industrial strategy and access future funding.
- 1.4 To update the Committee on progress to develop an integrated policy framework and Local Industrial Strategy (LIS) for the Leeds City Region.
- 1.5 To update the Committee on the latest developments, preparations and information relating to the country's exit from the European Union.

## **2. Information**

### **Corporate risk and performance**

- 2.1 The 2019/20 Corporate Plan sets out the vision and objectives for the organisation and the practical steps for how these will be progressed during the year. The plan is structured around the four overarching strategic objectives of boosting productivity, enabling inclusive growth, delivering 21st Century transport and supporting clean growth.

- 2.2 A comprehensive suite of performance indicators has been developed to measure the organisation's specific contribution towards achieving the overarching Corporate Plan priorities. An assessment of progress against these indicators for the 2019/20 year to date is provided in **Appendix 1** as part of the wider corporate performance snapshot.
- 2.3 The analysis of performance to date reflects a positive position with the majority of the KPIs currently assessed as green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.
- 2.4 In line with the provisions of the Corporate Risk Management Strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly. A summary of the headline strategic risks currently contained within the corporate risk register is provided at **Appendix 1**.
- 2.5 Work has recently been undertaken by the Internal Audit team to examine the implementation and effectiveness of the Corporate Risk Strategy across the organisation. Recommendations from this report are being incorporated into a scheduled refresh of the Corporate Risk Management Strategy.

#### Revenue Budget 2020/21

- 2.6 Work is continuing on the detailed budget for 2020/21, to be set within the context of a revised medium term financial strategy. The Budget Working Group has met to consider the issues and Overview and Scrutiny Committee considered a paper at its meeting on 13 September. Information is also being shared with the West Yorkshire Directors of Finance.
- 2.7 The first full budget proposals have been submitted from each directorate, setting out any updates to the current year position and providing a detailed 2020/21 position. These submissions highlighted that there is still a budget gap of over £1.5 million to address if the 2020/21 budget is to be set without the use of reserves. Work on options to address this gap is underway and will be brought forward to the Combined Authority for consideration.
- 2.8 In addition there are further budget pressures that will need to be managed alongside this funding gap. Actions to meet the commitment in the three year strategy to make further savings on bus tendered services and transport services in 2020/21 need to be progressed, alongside the identification of funding for activities to address climate change, improve inclusive growth and work on bus options as arising from the sale of First West Yorkshire. In addition the issue of 'cliff edge funding' ie short term funding that is time limited also requires consideration. Other funding risks identified include changes to the assumptions relating to pay awards and to the outcome of the triennial pension revaluation due next year.
- 2.9 A full draft revenue budget will be provided to the next meeting of the Combined Authority, along with the updated reserves strategy. The monitoring



report for 2019/20, as provided to the last meeting of the Combined Authority, is attached at **Appendix 2** for information.

### **Devolution**

- 2.10 Any updates will be provided verbally at the meeting.

### **LEP Merger and review**

- 2.11 The Committee has been routinely updated on work undertaken to address the requirements of the Government's review of LEPs.
- 2.12 Through the Transition Subgroup, the Combined Authority and the LEP have worked collaboratively with partners in the York, North Yorkshire and East Riding (YNYER) LEP seeking to agree terms and establish a new local enterprise partnership covering all of West Yorkshire, North Yorkshire and York from April 2020.
- 2.13 Through the course of meetings of the Transition Subgroup in-principle agreement was reached on many matters, although some key outstanding issues remained unresolved. The last meeting of the Transition Subgroup was held on 2 October, and discussions remain underway.
- 2.14 Separate to and without prejudicing the outcome of discussions around a potential merger of the two LEPs, the LEP Board has acted to ensure future governance arrangements of the LEP in the City Region are compliant with Government's requirements. By spring 2020, at least two-thirds of members should come from the private sector, at least a third of members should be women, and the Board should otherwise reflect the diversity of the City Region.
- 2.15 A recruitment consultant has been engaged to progress the search and selection work, and it is anticipated that this process will be complete in spring 2020 in order to comply with Government's requirements. This is later than the Committee has been previously advised, allowing for a comprehensive recruitment process, and will still comply with Government's deadline.

### **Local Industrial Strategy**

- 2.16 Since the Committee's last update on work to develop a Local Industrial Strategy for Leeds City Region consultation and engagement has continued on the draft and emerging policy priorities. As part of this, a further online YourVoice consultation on the draft priorities has been live since mid-October to ensure public engagement and the needs of individuals within the Region.
- 2.17 In addition the final meeting of the Expert Panel – convened to provide external rigour to the development process – has been held, at which they reviewed the draft policies and provided comments to help inform the final draft Strategy.

- 2.18 On 25 September LEP Board held an away day focused on the emerging priorities and debated the merits of these, as well as considering the overarching narrative ambition of 'healthy lives that improve wellbeing and productivity.' There was strong support from members of the alignment to two of the four Grand Challenges artificial intelligence and data, and ageing society, as emerging from the evidence base. It was accepted that these are logical choices given the overall ambition for healthy lives, and it was recognised that the region is able to lead on these challenges rather than simply contributing to them.
- 2.19 Work continues on the analysis of the commissioned evidence base to inform and support the draft policy priorities.
- 2.20 The draft policy priorities are attached as **Appendix 3** and comments are welcome on these. These are aligned to the foundations of productivity mandated by Government (people, place, infrastructure, ideas and business environment), and reflect the golden threads of our core priorities: boosting productivity, supporting clean growth, and enabling inclusive growth.
- 2.21 The final submission will be made to Government by the end of the year.

### **Brexit**

- 2.22 As over the last 12 months or more, the Combined Authority and LEP continue to support the city region in preparing for Brexit. Mirroring emergency response arrangements at the Local Authority level, the Combined Authority has established 'Gold' and 'Silver' working groups to coordinate its Brexit response. These structures can then be further mobilised as required to include greater frequency and preparing for decision making. The LEP is also playing a proactive role in providing support to the city region's businesses as they plan for the opportunities and challenges they may have as a result of leaving the EU. This includes a number of potential business support products that have been developed and could be enacted should there be a non-negotiated exit from the EU, as well as coordinating the wider Yorkshire and Humber Brexit hub for the region's LEPs.
- 2.23 Following the agreement of an extension to the UK's exit from the European Union until 31 January, and since a General Election has now been called, the Government has paused its 'Get ready for Brexit' campaign and stepped down its Operation Yellowhammer emergency response arrangements. The LEP has been informed that it should also pause any communications activity in relation to the Get Ready campaign until further notice and not undertake new activity. Whilst in purdah the LEP will continue to offer business support advice for businesses as normal, and in particular to support business planning and resilience during the current uncertainties.

## **3. Financial Implications**

- 3.1 Government has provided additional funds to develop local industrial strategies and implement changes to strengthen LEPs.

#### **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 Overview and Scrutiny Committee considers the report and provides any comments or recommendations.

#### **8. Background Documents**

None.

#### **9. Appendices**

Appendix 1 – Corporate performance snapshot

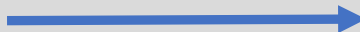
Appendix 2 – Budget monitoring 2019/20

Appendix 3 – Local Industrial Strategy draft proposals

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## Appendix 1: Corporate Performance Snapshot


### Corporate Risk

Current Risk Appetite:	<div> <i>Low Risk Appetite</i>  <i>High Risk Appetite</i> </div>				
	1	2	3	4	5
Compliance and Regulation					
Operational/Service Delivery					
Financial					
Reputational/Marketing/PR					
Strategic Transformational Change					
Development and Regeneration					
People and Culture					

### Current 'Very High' risks:

		Probability	Impact	Mitigation summary	Movement since last report
<div>Very High x4</div>	Failure to secure enhanced funding and devolved powers (F1)	Possible	Highly significant	Devolution discussions continuing	No Change
	Failure to deliver Growth Deal/other capital funding programmes within timescales/ costs (SD2)	Possible	Highly significant	Significant controls in place through PMO	No Change
	Major unanticipated change in national policy resulting in failure to meet organisation/organisational objectives (SP3)	Possible	Highly significant	Ongoing dialogue with Government. Monitoring of national policy trends	No Change
	Inherent Brexit uncertainty presents a number of potential challenges to the region and the services the CA provides (SP5)	Possible	Highly Significant	Working group established to coordinate effective response	Supersedes risk SP4

## Current 'High' risks:

		Probability	Impact	Mitigation summary	Movement since last report
	Failure to have the supporting infrastructure and processes in place to deliver against corporate priorities (SD3)	Possible	Major disruption	Transformation programme & corporate technology programme in place and addressing this	No Change
	Failure to secure sufficient and continued funding for key services (F2)	Possible	Major Disruption	Ongoing review of funding opportunities/bids. Budget monitoring	No Change
	Failure to deliver appropriate working arrangements with District partners (PC1)	Unlikely	Major disruption	Continuing to strengthen key partnerships	No Change
	Risk of legal proceedings/financial penalty of not being compliant with GDPR (R2)	Possible	Moderate	Information asset register/data policies continually reviewed	No Change
	Risk that national terrorism threat level is raised to 'imminent' resulting in unanticipated operational changes/costs (SP2)	Possible	Major Disruption	Continued review of national trends/ Incident management training ongoing	No Change
	Risk of legal challenge as a result of not being compliant with HR, Financial, procurement and Governance Legislation (R1)	Possible	Moderate	Policies/procedures in place and subject to ongoing review	No Change
	Financial failure of a major contractor/supplier to the CA or a recipient of funding from the CA (F3)	Possible	Moderate	Contract management, regular financial checks and escalation processes	No Change
	Risk of Major incident at CA facility, accident /injury to vulnerable person(s) (SS1)	Unlikely	Highly significant	Policies/procedures/training in place and continually reviewed	No Change
	Failure to generate sufficient business rates income to support corporate revenue projections (PC2)	Possible	Major Disruption	Prudent income forecasting. Dedicated Enterprise Zone team in place	No Change
	Risk that Brexit response not sufficiently well coordinated across local partners leading to loss or duplication of service (SP4)	Possible	Moderate	Continuing dialogue with local partners & assessment of potential responses	Superseded
	Significant transport disruption arises from major transport investment programmes (PC3)	Possible	Major Disruption	Creation of a travel demand management plan and close working with programme sponsors	No Change
	Business failure of transport providers (SD4)	Possible	Major Disruption	Open dialogues for early warnings	No Change
	Risk that the Employment Hub programme is not delivered as required due to reliance on third party delivery (SD5)	Possible	Major Disruption	Regular meetings with delivery partner. Evidence based payment system in place.	No Change
	Failure to successfully communicate the outputs and contribution of the CA and LEP to the Leeds City Region (PC5)	Possible	Moderate	Continued development of communications strategy and effective performance measures	No Change
	Risk of both impact of clean growth agenda inhibiting on other priorities due to re-direction of resource, or failure to meet climate emergency commitments due to limited resource (E1)	Possible	Moderate	Programme of work agreed supporting new Clean Growth policy	NEW

		RED	significantly off track and at risk of not being achieved
		AMBER	at risk of not being fully achieved, intervention measures in place
		GREEN	considered to be completed/on track to be complete/achievable
<b>West Yorkshire Combined Authority Corporate Plan 2019/20: Results for Apr - Aug 2019</b>			
<b>Corporate Plan Commitment (We will)</b>	<b>Target</b>	<b>Apr - Aug 2019 results and RAG status</b>	<b>Notes</b>
<b>Corporate Plan Key Performance Indicators</b>			
Invest in services and projects worth £398 million to benefit local people and the economy	£398,000,000	£91.6m	
Support 3,000+ businesses	3000+	1371	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	£4.38m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved. Q2 not yet submitted or processed.
Enable 20 million passenger journeys per year	20,000,000		Awaiting detailed figures
Support 18,000 disadvantaged students	18,000	7,878	
Complete projects to warm 750 homes and make them more energy efficient	750	294	On track, projects are mobilising within the programme and have launched.
<b>Boosting productivity</b>			
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20		Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base.
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3025 (1,035)	1371 (660)	1371 businesses and 660 of these are receiving intensive support.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	2	Two programmes in delivery focussed on business resilience and investment readiness, with three others in development focussed on resource efficiency, innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	84	A number of key trade initiatives are yet to take place this year. It is anticipated that this KPI will be met however increased priority and resource is currently focused on our response to Brexit implications and business support.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		#Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region.
Attract global investors to the region creating 1,700 jobs	1,700	569	
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Progress on key development sites. Funding Agreement has been completed with the developer who is mobilising to start of site October 2019 and the Outline Business Cases for South Ki and Clifton were approved at Combined Authority 10/10/19
<b>Enabling inclusive growth</b>			
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	75%	78%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20		
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	7870	
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	470 (274)	Despite the AGE grant eligibility criteria being changed, demand remains low and the grant remains under review. National funding of apprenticeships with non-levy companies is proving difficult, with some providers reporting that they will have to turn away apprentices and their businesses. As a result, the LEP are introducing a matching service to encourage levy payers to transfer funds to support non-levy business participation. While we are currently on track to achieve this KPI based on current demand but have rated the KPI as amber, due to significant flux in the apprenticeship landscape.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	3212	
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4855 active passengers	Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services
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	40,000	On track	To be reported from October 2019 after the start of the new academic year. Early indications show we are on track to achieve the targeted number of pupils and young people
<b>Delivering 21st Century transport</b>			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	£2.44m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved. Q2 not yet submitted or processed.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed.
Develop plans to build new railway stations at Eiland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	Ongoing	The Outline Business Case for Eiland has been approved on 29th March 2019. The Outline Business Case for White Rose has been submitted, deferred to Investment Committee for the 7th November and Combined Authority approval on 12th December 2019 however. Currently working up OBC for LBA for Investment Committee and Combined Authority approval in December 2019. There have been continued delays with the Outline Business Case for Thorpe Park due to Trans-penine Route Upgrades.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	Ongoing	Work on these schemes currently in progress. Glasshoughton Southern Link Road is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year.
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility
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	Ongoing throughout 2019/20		Delivery of Digital Strategy commenced and Information Strategy currently in consultation
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	£13.9m	Sales trends are slightly down from like-for-like sales for this time last year (18/19). Whilst there is strong growth in sales of young people's products, there is a decline in the multi modal (bus and rail) weekly and monthly tickets. The Ticketing Company strategy for 2020 is to review and modernise these products to address changes in travel and working patterns.
<b>Supporting clean growth</b>			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750	294	On track, projects are mobilising within the programme and have launched.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7	6	6 schemes are either in delivery or have completed. 3 further schemes are in development and will move into delivery in 20/21.
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	31	TPN team has had some challenges but is currently being strengthened and will recover the profile.
Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice	88	48	
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	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020	5 installations	5 charging points have been installed to date. The programme is still on track to complete the installations by the end of 2019.
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030	Ongoing throughout 2019/20		Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July. Development of a corporate policy and action plan were progressed during Q2, with a view to being endorsed by the CA in October.
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	10	-	REF2 application submitted & Clean Growth audit commissioned

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**West Yorkshire Combined Authority - Summary**

	(A)	(B)	(B) / (A)		41%
Title	Budget 2019/20 £	August 2019 Actual £	%		RAG
<b><u>Expenditure</u></b>					
Salary & Pay Related Costs	23,574,623	8,551,024	36.3%	Reflects above average staff vacancies during the year	
Indirect Employee Related Costs	385,450	203,275	52.7%	Spend in line with expectations	
Premises Related Costs	6,245,146	2,547,724	40.8%	Spend in line with expectations	
Travel, Transport & Subsistence Related Costs	121,662	54,467	44.8%	Spend slightly ahead of expectations though only a small budget	
Member Related Costs	153,168	49,552	32.4%	Spend in line with expectations	
Office Supplies & Services	516,250	191,710	37.1%	Spend in line with expectations - payments in arrears	
ICT & Telephony Costs	2,614,132	1,056,190	40.4%	Spend in line with expectations	
Professional & Consultancy Fees	2,301,970	614,915	26.7%	Spend in line with expectations	
Marketing & PR Costs	2,079,896	358,600	17.2%	Low spend below expectations - due to timing of payments	
Insurance	304,900	300,638	98.6%	Spend in line with expectations - premiums paid annually	
Operator Payments (Transport)	25,601,325	11,394,465	44.5%	Spend slightly ahead of expectations - plans in place to address before year end	
Pre Paid Ticket Cost	34,125,000	12,283,950	36.0%	Cost matched by income (see below) ##	
Concessions	56,446,802	22,728,086	40.3%	Spend in line with expectations	
Additional Pension Costs	2,301,600	1,677,271	72.9%	Spend in line with expectations - impact of one annual payment £1.3m paid in advance	
Financing Charges	5,465,000	284,463	5.2%	Spend in line with expectations - charges accrued at the year end	
Grants	2,137,597	465,271	21.8%	Low spend below expectations - due to timing of payments	
Other Miscellaneous Costs	5,040,994	231,884	4.6%	Spend in line with expectations	
Contribution to External / Related Parties	324,744	112,092	34.5%	Spend in line with expectations - further spend expected in quarter three	
Additional Savings Target	(1,046,619)	0	0.0%	Staff budget saving target - to offset against savings in salary budget above.	
<b>Total Expenditure</b>	<b>168,693,640</b>	<b>63,105,578</b>	<b>37.4%</b>		
<b><u>Income</u></b>					
Rail Admin Grant	(878,000)	(878,000)	100.0%	Received in advance for full year	
LEP General Funding Income	(734,000)	(50,000)	6.8%	Received in arrears and towards year end	
Growing Places Fund Interest	(300,000)	(165,764)	55.3%	Income in line with expectations	
Enterprise Zone Receipts	(1,958,320)	(531,469)	27.1%	Income in line with expectations	
Transport Levy	(93,198,000)	(46,599,000)	50.0%	10 instalments - five received to date	
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100.0%	Received in full at the start of the year	
Education Contribution to Transport	(6,768,000)	(2,207,034)	32.6%	Income in line with expectations - in arrears normally	
Bus Station Tenant Income	(1,583,085)	(512,256)	32.4%	Income in line with expectations - in arrears normally	
Bus Station / Services - Other Income	(2,881,917)	(543,114)	18.8%	Low income below expectations - due to timing of receipts	
Admin Recharges	(2,459,900)	(818,652)	33.3%	Income in line with expectations	
Capitalisation of Revenue Costs	(7,740,378)	(2,785,730)	36.0%	Income in line with expectations	
Pre Paid Ticket Income	(34,125,000)	(12,283,950)	36.0%	Income matches expenditure (see above) ##	
Other Income	(12,804,799)	(2,046,382)	16.0%	Low income below expectations - due to timing of receipts	
<b>Total Income</b>	<b>(167,494,991)</b>	<b>(71,484,942)</b>	<b>42.7%</b>		
<b>Net Expenditure</b>	<b>1,198,649</b>	<b>(8,379,365)</b>	<b>-699.1%</b>		

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# Leeds City Region Local Industrial Strategy <sup>41</sup>Our draft priorities

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October 2019

Agenda Item 6  
Appendix 3

# Developing the Local Industrial Strategy

- The Government has asked Local Enterprise Partnerships across the country to create Local Industrial Strategies for their areas, which will act as the local companions to the National Industrial Strategy.
- The Local Industrial Strategy is a long-term plan for Leeds City Region, developed in partnership, to harness the strengths of our local area.
- It is designed to boost productivity and transform the City Region, building on our strengths, improving people's skills and helping businesses grow while tackling the climate emergency, so everyone can benefit from a strong economy.
- In developing the evidence and policies, we have engaged with over 750 people at more than 50 events, working with regional, national and international stakeholders, as well as schools and youth groups. You can find out more about this activity [here](#).



# What makes Leeds City Region special?

**£69.6bn**  
economy

**3.1 million**  
people

**126,000**  
businesses

**9**  
Universities  
producing 130,000  
graduates per year

Fastest rate of  
private sector  
jobs growth in  
the UK

A creative  
and digital  
heartland – the  
new home of  
Channel 4

UK's largest  
regional finance  
centre

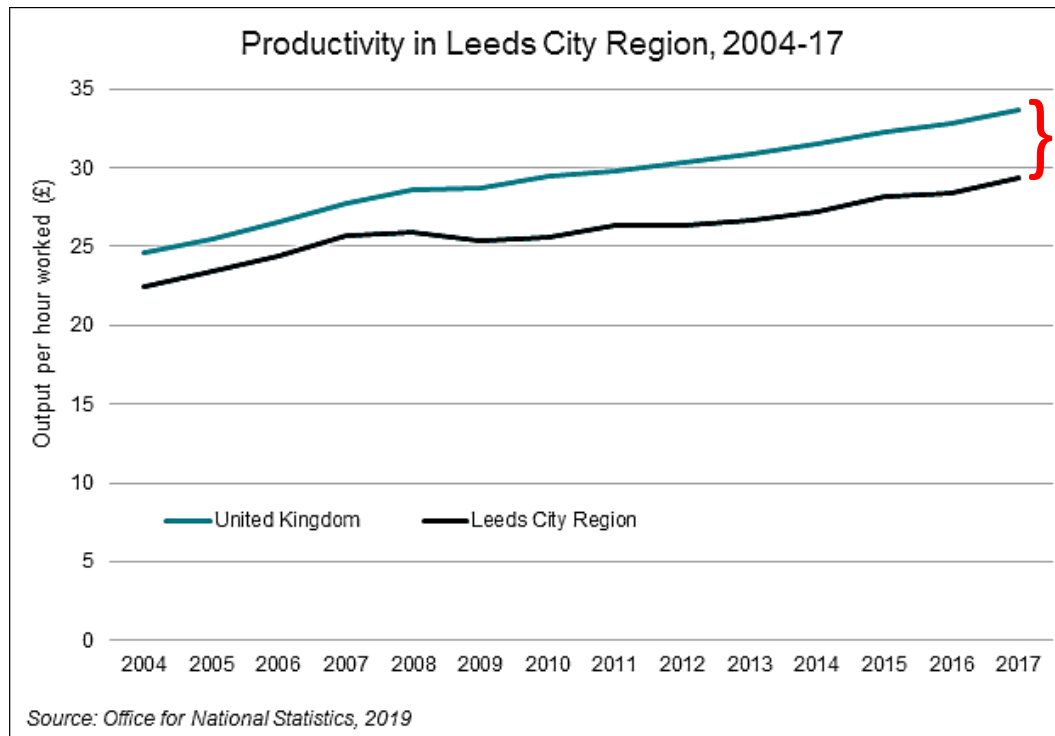
UK's highest  
number of  
manufacturing  
jobs

Easy access to  
green space, with  
over 300,000  
hectares of  
national parks



# Addressing the productivity gap

- Closing the productivity gap with the rest of the UK would mean **more, better-paid jobs, improve living standards** and could add **£11 billion to the region's economy**.
- There are several factors contributing to this – Leeds City Region has **lower levels of skills, innovation** and **infrastructure investment** than more productive regions. These are crucial issues that our Local Industrial Strategy is designed to address.



If productivity in Leeds City Region matched UK levels the economy would be £11bn larger



# Putting health at the heart of the region

- Our **industrial heritage** has created a **legacy of health, social and environmental challenges** that we need to overcome if the City Region is to reach its full potential.
- Improving **opportunities and the quality of life** for everyone in Leeds City Region is central to our Local Industrial Strategy. We want everyone to aspire to live **healthy lives** with greater earning power through **better, more flexible skills** and a fair, progressive **employment market**.
- We believe **enabling everyone to live healthy, active lives** is one of the most effective ways of **improving productivity** across the City Region.

*The following priorities form part of our wider objectives for the City Region. You can find out more about the work of the LEP [here](#).*



# Supporting businesses to meet the challenges of the future economy and create good quality jobs

## Our ambitions are to:

- Make **business support services more joined-up**, so businesses can find the help they need, regardless of the route they take to find it.
- Provide **finance for businesses** scaling-up, transitioning to low-carbon methods and those looking to locate into the region.
- ~~Or~~ Improve the **quality, affordability and availability** of business premises.
- Make the most of **new market opportunities**, including through **international trade and new technologies**.
- Support **businesses to grow and increase productivity**, ensuring that they can encourage creativity, connections and big dreams.





# Accelerating economic growth across the City Region through technology and innovation

## Our ambitions are to:

- Support **businesses, innovators and budding entrepreneurs** to develop and bring to life more and better ideas to solve our biggest societal challenges.
- Ensure that existing **good ideas, knowledge and technology are shared, adopted and used** by businesses and wider society in order to make everyone more **successful and productive**.
- Help workers **adapt to technological change** with **better digital and creative skills** delivered through inclusive, accessible training.



# Building on the successes of our globally important healthcare sector as a source of jobs and growth

## Our ambitions are to:

- Build on our unique position as a **world leader in healthcare technology** – a key growth sector and a major source of jobs:
  - Six **NHS and government health headquarters** are based in Leeds City Region – including the newly formed NHSX – making it the **decision-making centre for national health policy**.
  - We are also home to some of the **world's largest public- and private-sector healthcare data platforms**, the UK's largest concentration of **medical device companies**, and world-leading **life sciences** clusters of academic excellence and commercial innovation.
- Harnessing these strengths could help **address the health issues** faced by the country and provide a source of **economic growth**, as well the potential for **game-changing innovation** and new treatments that can help us play a full role in **solving national and global challenges** like the ageing population.

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# Making sure our environment promotes healthy, active lifestyles and is fit for future generations to enjoy

## Our ambitions are to:

- Take urgent collaborative action to **tackle the climate emergency** by becoming a **net zero carbon city region by 2038** at the latest, with significant progress by 2030.
- Ensure **affordable, reliable transport** is available to all communities so everyone can access work, education and leisure.
- Ensure infrastructure supports **clean and inclusive growth**, can **respond to future challenges**, and **supports productivity**.
- Provide the **right infrastructure for our region**, taking the natural environment and factors such as **flood risk** into account when planning for future development.
- Future-proof existing and future housing stock to **reduce fuel poverty** and **create healthy, sustainable communities**.



# Skilled people, in good jobs, with access to training to help build their careers

## Our ambitions are to:

- Work with local employers to **understand their skills needs** now and in the future and make sure our schools, colleges, universities and training providers **deliver the right courses**.
- Make the job market more inclusive by **understanding the barriers people face to finding and keeping well-paid employment** and delivering projects to overcome these.
- <sup>GP</sup> Provide universal access to **high quality careers and retraining services** to help young people aspire to jobs of the future and support adults to develop their careers.
- Ensure the **education and training** offer in our area **meets the needs of local people and businesses** so we develop and retain talented people and successful businesses.





# Healthy, modern communities where everyone living and working in the region can reach their full potential

## Our ambitions are to:

- Champion and unlock the **potential of our diverse places** - towns, cities and rural communities - to **tackle inequality**.
- Create the **right infrastructure** to help everyone **benefit from growth** and access opportunity.
- Build **greener, healthier communities** supported by technology and data.
- Deliver **full fibre broadband and 5G** mobile connectivity across the City Region.
- Make the most of our key regional assets to help us **meet the needs of our future economy**.





**Leeds City Region  
Enterprise  
Partnership**



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**Report to:** Overview and Scrutiny Committee

**Date:** 15 November 2019

**Subject:** **Scrutiny Work Programme 2019/20**

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**Director:** Angela Taylor, Corporate Services

**Author(s):** Khaled Berroum, Scrutiny Officer

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## **1. Purpose of this report**

- 1.1 To note or amend the work programme for 2019/20 – including agenda items, formal referrals, reviews, key decisions, matters to raise at the next Combined Authority meeting and any other issues.

## **2. Information**

- 2.1 The scrutiny work programme details the issues the Overview and Scrutiny Committee plans to undertake, investigate further and focus on in the current municipal year (June 2019 – June 2020) within the resources, remit and powers available to it.
- 2.2 The work programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses.

### **Referrals to scrutiny**

- 2.3 Under Scrutiny Standing Order 10, any Member of the Combined Authority Member or any elected Member of a West Yorkshire (or City of York) council may formally refer a matter to scrutiny for consideration. The referral must be in writing to the Scrutiny Officer. The Committee must consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.4 No referrals were made in writing to the scrutiny officer since the last meeting.

## **Reviews**

- 2.5 A review of current scrutiny arrangements following the publication of new statutory scrutiny guidance by the government, and accompanying 'Good Scrutiny Guide' by the Centre for Public Scrutiny, is still underway.
- 2.6 No other formal reviews are ongoing or have been proposed at this time.

## **Agenda forward plan 2019/20**

- 2.7 The agenda forward plan as it stands is outlined in the work programme in **Appendix 1**. A shortlist of topics not yet assigned meeting dates is also included.
- 2.8 At the last meeting, the Committee resolved to invite the Chair of the Transport Committee, Councillor Kim Groves, to a transport focused January 2020 scrutiny meeting.

## **Working groups**

- 2.9 Under Scrutiny Standing Order 7, the Overview and Scrutiny Committee may appoint working groups to consider matters more closely, fulfil 'tasks', make recommendations and otherwise inform the scrutiny process.
- 2.10 This year, the committee has two task and finish groups; one focusing on **climate change** and one on **business grants evaluation**.
- 2.11 The current membership of the working groups are:
- *Climate change*: James Baker, Kayleigh Brooks, Dot Foster, David Jenkins.
  - *Business grants*: Stephen Baines, Stephen Fenton, Jacob Goddard, Geoff Winnard, Rosie Watson.
- 2.12 The Climate Change and Business Grants working groups held their first sessions on 4 November and 6 November 2019 respectively.
- 2.13 It was not possible to include a written update for the committee before the publication deadline. Lead Members – Cllr James Baker and Cllr Stephen Baines – will update the committee on any key takeaways from the first sessions.

## **Spokespersons**

- 2.14 This year, the Committee agreed that a cross-party group of members could act as 'leads' / 'spokespersons' for each of the Combined Authority/LEP's priority policy areas – economic growth / productivity, environment, transport and devolution / corporate & strategic issues.



- 2.15 Scrutiny spokespersons aim to remain briefed and abreast of developments, liaise with lead officers and periodically advise the Committee on any matter arising within their policy area.
- 2.16 The current spokespersons are:
- Cllr Stephen Baines: economic growth ('boosting productivity')
  - Cllr James Baker (Deputy): environment ('supporting clean growth')
  - Cllr Peter Harrand (Chair): devolution, corporate & strategic issues
  - Cllr Dot Foster: transport ('21<sup>st</sup> century transport')
- 2.17 This standing item is an opportunity for spokespersons to update the committee on any of their activities in between meetings. Since the last committee meeting scrutiny spokespersons have had briefings and held discussions with respective senior combined authority officers that lead on their policy areas.

### **Key decisions and call in**

- 2.18 Members of the Overview and Scrutiny Committee may call in any decision of the Combined Authority, a decision-making committee and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.19 Decision makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider. Scrutiny members are notified by email of decisions.
- 2.20 Five members of the Overview and Scrutiny Committee – including at least one member from two different constituent councils (West Yorkshire) – may call-in a decision by notifying the Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication. The Committee then has 14 days to scrutinise the decision and make recommendations. Further information is set out in Scrutiny Standing Order 13.
- 2.21 The forward plan of key decisions is published on the [key decisions section of the Combined Authority's website](#). The forward plan is attached at **Appendix 3**.
- 2.22 The decision summary sheet of decisions taken at the last Combined Authority meeting (on 10 Oct) is attached at **Appendix 4**. All decisions taken by decision making committees (Combined Authority, Transport and Investment Committees) are published on [the meetings section of the Combined Authority website](#).

## **Matters to raise at the Combined Authority meeting on 12 December 2019**

- 2.23 The Chair (and Deputy Chair) of the Overview and Scrutiny Committee has a standing invitation to meetings of the Combined Authority as a (non-voting) observer in order to raise any scrutiny matters and convey any feedback from scrutiny members to the Combined Authority.
- 2.24 The next Combined Authority meeting will take place on 12 December 2019.
- 2.25 A summary of the Combined Authority's draft agenda forward plan is outlined within the wider organisational forward plan attached in **Appendix 2**.
- 2.26 [Minutes and agendas from past meetings<sup>1</sup>](#) of the Combined Authority can be accessed on the Combined Authority's website. Agendas and reports for future meetings will also be published there.

### **Changes in membership**

- 2.27 The following changes to membership have taken place since the last meeting:
- David Jones replaces Patricia Garbutt as member (Wakefield).
  - Yusra Hussain replaces Fazila Loonat as member (Kirklees)
  - Rob Walker replaces Manisha Kaushik as substitute (Kirklees)

### **Actions for the Scrutiny Officer**

- 2.28 As outlined in Scrutiny Standing Order 16, the statutory scrutiny officer provides support to the Overview and Scrutiny Committee and all of its members in exercising their duties and fulfilling their objectives.

## **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.

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<sup>1</sup> <https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=133>

## **7. Recommendations**

- 7.1 That the work programme be noted or amended.
- 7.2 That a workshop for members to consider conclusions and recommendations of the review into scrutiny be arranged at an appropriate time as the review progresses.

## **8. Background Documents**

[Scrutiny Standing Orders](#)

[Past agendas and minutes from meetings of the Combined Authority](#)

[Forward plan of key decisions from 1 September 2019](#)

['Overview and scrutiny: statutory guidance for councils and combined authorities'](#) (7 May 2019, Ministry of Housing, Communities and Local Government) and ['The Good Scrutiny Guide'](#) (June 2019, Centre for Public Scrutiny)

## **9. Appendices**

Appendix 1 – Scrutiny Work Programme 2019/20

Appendix 2 – Combined Authority / LEP central forward plan

Appendix 3 – Forward plan of key decisions from 1 November 2019

Appendix 4 – Decision Summary: Combined Authority meeting, 10 Oct 2019

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## Scrutiny Work Programme 2019/20

### Agenda forward plan 2019/20

Date	Topic	Objective and focus	Possible attendees
All meetings	<b>Scrutiny Work Programme update</b>	To receive updates on scrutiny work taking place between meetings including: progress on reviews, working group updates, follow up actions, scrutiny chair/deputy chair/leads actions, and review updates.	None
12 July 2019 – 1 <sup>st</sup> item	<b>Scrutiny work programme 2019/20</b>	2 <sup>nd</sup> session following member workshop on 28 June 2019 to select topics for scrutiny in 2019/20 municipal year and appoint any working groups.	None
12 July 2019 – 2 <sup>nd</sup> item	<b>Local industrial strategy</b>	1 <sup>st</sup> session: <ul style="list-style-type: none"> <li>To receive an update on the development of the local industrial strategy since the last update in July 2018</li> <li>To determine approach to pre-decision scrutiny ahead of the final submission of the local industrial strategy in December 2019.</li> </ul>	Officers: 1. Alan Reiss, Director of Policy, Strategy & Communications 2. Emma Longbottom, Head of Policy & Strategy Co-ord
13 Sept 2019 – 1 <sup>st</sup> item	<b>Local industrial strategy and policy framework</b>	Local industrial strategy – 2 <sup>nd</sup> session: <ul style="list-style-type: none"> <li>To consider findings of research and analysis conducted by independent expert panel over summer 2019</li> <li>To consider emerging thoughts and policy implications from the research for final strategy</li> <li>To understand the place that the Local industrial strategy occupies in the wider strategic policy framework also under development</li> </ul> Policy framework – 1 <sup>st</sup> session: <ul style="list-style-type: none"> <li>To receive an update on the development of policy framework since July 2018 meeting</li> <li>To determine approach to pre-decision scrutiny of policy framework development following completion of local industrial strategy work</li> </ul>	Officers: 1. Alan Reiss, Director of Policy, Strategy & Communications 2. Jonathan Skinner, Lead Policy Manager (Private Sector Growth) 3. James Hopton, Research & Intelligence

<p>13 Sept 2019 – 2<sup>nd</sup> item</p>	<p><b>Major strategic developments and preparations</b></p> <ul style="list-style-type: none"> <li>• <b>Devolution</b></li> <li>• <b>LEP review &amp; merger</b></li> <li>• <b>Budget, funding and business planning</b></li> <li>• <b>Brexit</b></li> </ul>	<p>To consider developments and preparations related to a number of interlinked strategic issues – devolution, LEP review/merger, funding/budget and ‘Brexit’.</p> <p>Devolution:</p> <ul style="list-style-type: none"> <li>– To receive an update on devolution since March 2019 following government rejection of ‘One Yorkshire’ proposal and following the appointment of a new prime minister and government.</li> </ul> <p>LEP review &amp; merger:</p> <ul style="list-style-type: none"> <li>– To understand the current position with regards to ongoing ambition to create a new LEP covering west and north yorkshire</li> <li>– To consider the preparations in place to ensure the current LEP is compliant with new requirements in any eventuality and the potential impact on the organisation (eg Assurance Framework)</li> </ul> <p>Budget, funding and business planning:</p> <ul style="list-style-type: none"> <li>– To consider the current provisional ideas and priorities in development for the 2020/21 budget, due for approval in February 2020 and scrutiny’s role in budget development this year</li> <li>– To understand preparations in place regarding finances including the gateway review, medium term financial strategy, capital strategy, interim-funding plans and emerging thinking about future revenue funding (eg enterprise zones).</li> </ul> <p>Brexit:</p> <ul style="list-style-type: none"> <li>– To consider the latest developments relating to country’s exit from the European Union – if any</li> <li>– To consider the preparations in place to mitigate the impact that leaving the European Union will have on the organisation, funding and achievement.</li> </ul>	<p>Officers:</p> <ol style="list-style-type: none"> <li>1. Angela Taylor, Director of Corporate Services</li> <li>2. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> </ol>
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15 Nov 2019 – 1 <sup>st</sup> item	<b>Employment &amp; skills, apprenticeships and the Skills Commission</b>	<p>1<sup>st</sup> session:</p> <ul style="list-style-type: none"> <li>– To understand the combined authority / LEP's powers and remit, in the absence of devolution, with regards to skills</li> <li>– To understand the work and aims of the ongoing national Skills Commission led by the Combined Authority Chair</li> <li>– To determine how the Skills Commission is tackling some of the issues and concerns regarding apprenticeships raised by scrutiny at the January 2019 meeting</li> <li>– To determine how the Skills Commission aims to make the case for more local accountability of skills and devolution of skills policy and funding to regions.</li> </ul>	<p>Members:</p> <ol style="list-style-type: none"> <li>1. Cllr Susan Hinchcliffe, Chair of Combined Authority (and Skills Commission)</li> <li>2. Rashik Parmar, Chair of Employment and skills panel</li> </ol> <p>Officers:</p> <ol style="list-style-type: none"> <li>1. Henry Rigg, Interim Executive Head of Economic Services</li> <li>2. Michelle Burton, Head of Employment &amp; Skills</li> </ol>
15 Nov 2019 – 2 <sup>nd</sup> item	<b>Strategic updates and performance monitor</b> <ul style="list-style-type: none"> <li>• Devolution &amp; LEP merger/review</li> <li>• Corporate plan, budget and risk performance</li> <li>• Brexit preparations</li> <li>• Local Industrial Strategy</li> </ul>	<p>To monitor and scrutinise progress on major strategic issues such as corporate performance (KPI), budget and the risk of 'cliff edge funding', devolution and the Local Industrial Strategy since the last meeting.</p> <p>Corporate plan, budget and risk performance:</p> <ul style="list-style-type: none"> <li>– To monitor the performance of corporate plan objectives (KPIs), budget/funding and risk management.</li> </ul> <p>Local Industrial Strategy:</p> <ul style="list-style-type: none"> <li>– To note the final policy proposals for the Local Industrial Strategy submission to government, following the consultation in the first two scrutiny sessions.</li> </ul>	<p>Members:</p> <ol style="list-style-type: none"> <li>1. Cllr Susan Hinchcliffe, Chair of Combined Authority</li> </ol> <p>Officers:</p> <ol style="list-style-type: none"> <li>1. Ben Still, Managing Director</li> <li>2. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> </ol>
17 Jan 2020 – 1 <sup>st</sup> item	<b>Strategic Transport Issues (to be confirmed)</b>	<p>To consider major strategic developments in transport, including:</p> <ol style="list-style-type: none"> <li>1. Impact of and Combined Authority role in the sale of bus companies in West Yorkshire</li> <li>2. Transforming Cities Fund submission response from government</li> <li>3. Impact of expected HS2 Review and Williams Rail Review</li> </ol>	<p>Members:</p> <ol style="list-style-type: none"> <li>1. Cllr Kim Groves, Chair of Transport Committee</li> </ol> <p>Officers:</p> <ol style="list-style-type: none"> <li>1. Dave Pearson, Director of Transport Services</li> <li>2. Liz Hunter, Head of Transport Policy</li> </ol>
17 Jan 2020 – 2 <sup>nd</sup> item	<b>Strategic updates and performance monitor</b>	To receive updates and consider performance of a number of related interlinked strategic issues – devolution, LEP	<p>Members: <i>tbc</i></p> <p>Officers:</p>

	<ul style="list-style-type: none"> <li>• <b>Corporate plan, budget and risk performance</b></li> <li>• <b>Devolution &amp; LEP merger/review</b></li> <li>• <b>Brexit (tbc)</b></li> </ul>	<p>review/merger, corporate/budget performance &amp; risk and 'Brexit'.</p> <p>Devolution + LEP merger/review:</p> <ul style="list-style-type: none"> <li>- To receive an update on devolution &amp; LEP review since the last meeting.</li> </ul> <p>Corporate plan, budget and risk performance:</p> <ul style="list-style-type: none"> <li>- To monitor the performance of corporate plan objectives (KPIs), budget/funding and risk management.</li> <li>- To consider draft budget</li> </ul> <p>Brexit:</p> <ul style="list-style-type: none"> <li>- To consider the latest developments and preparations relating to country's exit from the European Union and its impact on the authority.</li> </ul>	<ol style="list-style-type: none"> <li>1. Ben Still, Managing Director</li> <li>2. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> </ol>
17 Jan 2020 – 3 <sup>rd</sup> item	<b>Scrutiny reviews &amp; working groups update</b>	To note updates from scrutiny reviews and working groups	
20 March 2020 – 1 <sup>st</sup> item	<b>To be confirmed</b>		Members: tbc Officers: tbc
20 March 2020 – 2 <sup>nd</sup> item	<b>To be confirmed</b>		Members: tbc Officers: tbc
23 May 2020 – 1 <sup>st</sup> item	<b>To be confirmed</b>		Members: tbc Officers: tbc
23 May 2020 – 2 <sup>nd</sup> item	<b>To be confirmed</b>		Members: tbc Officers: tbc



## Task and Finish groups

Focus	Members	Objective and focus	Sessions
Business grants	Stephen Baines* Stephen Fenton Jacob Goddard Rosie Watson Geoff Winnard	To evaluate the performance and outcomes achieved from the business support/grants schemes due to come to an end in the 2019/20 municipal year with a view to making new (or amending existing) recommendations to help shape future business support programmes.	<i>To be confirmed:</i> <ul style="list-style-type: none"> <li>1<sup>st</sup> session: 6 Nov 2019</li> <li>2<sup>nd</sup> session: 29 Nov 2019</li> </ul>
Climate change	James Baker* Kayleigh Brooks Dot Foster David Jenkins	To scrutinise the action the combined authority with regards to climate change.	1 <sup>st</sup> session: 4 Nov 2019

\*Lead Member / spokesperson

## Reviews

Topic	Objective	Outcomes so far / next steps
Review of scrutiny	To review the effectiveness of the Combined Authority's current scrutiny arrangements with a view to making recommendations on how they can be improved and strengthened in the present and meet any future challenges that may arise as a result of changes in governance, geography or devolution.	Current position: Initial research and evaluation stage in progress.  Next steps: draft report with initial findings for consultation with senior officers, members and other stakeholders.

## Topic shortlist

Topic	Information	Sessions
Climate change	Consider how the declaration of a 'climate emergency' has impacted the organisation's work and how it plans to tackle the climate change and support its ambition for 'clean growth'.	By a scrutiny working group – Climate change working group
Business grants	Monitor recommendations made by the committee to the LEP regarding application criteria for business grants schemes and review the evaluations being conducted on the impact of business grants schemes due to end in 2019/20.	By a scrutiny working group – Business grants working group
Local Industrial Strategy (LIS)	Consider work being undertaken to develop a local industrial strategy which will be approved by the government as part of its national industrial strategy.	1 <sup>st</sup> session: 12 July 2019 2 <sup>nd</sup> session: 13 Sept 2019 3 <sup>rd</sup> session: 15 Nov 2019

Policy Framework	Consider the new expanded, overarching policy framework currently under development to replace the existing 'Strategic Economic Plan' which scrutiny helped shape in the past.	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
Devolution	Consider progress on securing meaningful devolution for the region since the government rejected the One Yorkshire proposal in March 2019	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
LEP merger/review	Consider progress on the LEP merger talks, implementation of LEP review recommendations and implications on governance, assurance, funding and strategy/delivery in any scenario.	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
Preparations for Brexit	Consider the organisation's plans to navigate the country's exit from the European Union – currently expected in October 2019.	1 <sup>st</sup> session: 13 Sept 2019
Channel 4 opportunities and inward investment	Consider work being done to seize the opportunities presented in skills and inward investment by the successful bid to bring the C4 HQ to Leeds.	To be determined – could be considered as part of wider skills item on 15 Nov 2019
Skills Commission and Apprenticeships	Understand the aims of the ongoing Combined Authority led Skills Commission and how it aims to address the concerns raised by scrutiny with regards to the challenges in the apprenticeship sector amongst other things.	Currently planned for 15 Nov 2019 – depending on availability
Budget, finances and business planning	Consider annual budget/funding and business planning – including gateway review, medium term financial strategy, capital strategy and Growing Places Fund is also expected this year	1 <sup>st</sup> session: 13 Sept 2019
Transport connectivity	Monitor progress on improving transport connectivity across the region – including the Connectivity Plan, Inclusive Growth Corridors, Transforming Cities Fund, Bus Alliance and Rail Forum.	To be determined
Procurement Strategy	Monitor revision to procurement strategy as a good opportunity to support strategic policy goals through a more selective approach in procurement.	To be determined
Key Performance Indicators (KPIs), corporate plan and risk performance	Consider the annually refreshed Corporate Plan focusing on areas and KPIs 'RAG-rated' Red and flagged as underperforming.	To be determined – usually considered annually each March or May
Assurance Framework	Consider annual refresh of assurance framework – depending on the outcome of the LEP merger which would determine the level of alterations to the current framework.	To be determined – based on outcome of LEP merger
Flood Review	Revisit progress on flood review recommendations and the outcomes from the conclusions made at the previous session in November 2018.	To be determined – last considered in Nov 2018
Digital inclusion / exclusion	Consider transport working group's conclusions last year with regards to 'digital by default' approach that might leave some communities excluded from services.	To be determined – could be considered as part of wider skills item on 15 Nov 2019

Enterprise Zones (EZs)	Consider Enterprise Zones programme and its place in the organisation's future revenue strategy	To be determined – briefly included in budget/funding item (8c) on 13 Sept 2019 agenda
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### Other actions and requests

Action / request	Info	Outcomes so far / next steps
Overview of mobility and accessibility in transport work	Overview of the work currently being undertaken by Transport Committee and Transport Services directorate on improving accessibility and mobility in transport	In progress
Monitoring Brexit preparations	Briefing note.	Included in 'strategic preparations' item on 13 September 2019 meeting agenda and subsequent meetings as a standing item.
Further information on opportunities from Channel 4 HQ move	What opportunities are arising from Channel 4's move to a Leeds HQ and what activity is ongoing to take advantage of those opportunities.	In progress
Further information on school engagement programmes	How many schools the programme has engaged with and what constitutes 'going into schools' and 'meaningful contact'. Further evidence (or case studies) of examples and outcomes from previous engagement/contact with schools and students.	Included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting
Further information on AGE programme	How the first phase of the AGE programme was evaluated and how the conclusions from that evaluation informed the development of the second phase.  How many of the apprenticeships currently on the AGE programme (phase 2) are higher level apprenticeships and how many apprenticeships on the previous iteration of the AGE programme (2015-17) were higher level apprenticeships.	Some information included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting and further detail to be considered by Business Grants Scrutiny Working Group.

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## Combined Authority / LEP Central Forward Plan – summary of key highlights

Work area	Schedule of decisions/updates		Key Decision?
67 <b>Budget and business planning</b>	Jun 2019	Publication of the 2018/19 draft statutory accounts for the organisation	
	Jul 2019	Publication of final 2018/19 statutory accounts for the organisation	
		Senior Leadership Team to consider an update on the Medium Term Financial Strategy	
	Aug 2019	Combined Authority to consider an update on the Medium Term Financial Strategy	
		Senior Leadership Team to set strategic parameters for 2020/21 budget and business planning	
		Combined Authority to consider spending review submission	
	Oct 2019	Senior Leadership Team to consider an update on the Capital Strategy	
		Senior Leadership Team to consider initial draft 2020/21 business planning/budget proposals	
	Nov 2019	Senior Leadership Team to agree draft business plans and budgets for 2020/21	
	Dec 2019	Combined Authority to consider draft budget and business plans	
	Feb 2020	Combined Authority to consider final 2020/21 budgets and business plans for approval	Y
	Feb 2020	Combined Authority to consider draft content for 2020/21 Corporate Plan	
	Mar 2020	LEP Board to consider draft content for LEP 2020/21 Annual Delivery Plan	


Work area	Schedule of decisions/updates		Key Decision?
<b>Key policy areas</b>	Jul 2019	Low carbon launch/press call	
	Aug 2019	Combined Authority to consider paper on reinvestment of grants and loans	
	Sep 2019	Senior Leadership Team to consider GPF/Commercialisation update	
	Sep 2019	Senior Leadership Team to consider Growth Deal Review update	
		Senior Leadership Team to consider Local Industrial Strategy update	
	Oct 2019	Combined Authority to consider paper on procurement strategy and inclusive growth	
	Nov 2019	LEP Board to consider 6 month review of inclusive growth for business grants	
		Senior Leadership Team to consider proposals for 'beyond Leeds' trade & investment initiative	
		Senior Leadership Team to consider Local Industrial Strategy update	
	Nov 2019	Senior Leadership Team to consider report on living wage accreditation	
	Dec 2019	Combined Authority to consider Local Industrial Strategy update	
		Combined Authority to consider 6 month review of inclusive growth for business grants	

	Jan 2020	LEP Board to consider review of inclusive growth for business grants	
	Feb 2020	Senior Leadership Team to consider Local Industrial Strategy update	

Work area	Schedule of decisions/updates		Key Decision?
Transforming transport services	Jun 2019	Submission of the draft Transforming Cities Fund bid	
	Jul 2019	Transport Committee to consider signing the Voluntary Partnership Agreement developed as part of the Bus Alliance	
	Sep 2019	Transport Committee to consider draft bus information strategy	
		Senior Leadership Team to consider initial findings from the review of property/assets and opportunities for commercialisation	
	Oct 2019	Transport Committee to consider new young persons concessionary fare scheme	
	Nov 2019	Submission of full Transforming Cities Fund Bid (28 <sup>th</sup> November)	
		Senior Leadership Team to consider bus transformation update	
	Dec 2019	Transforming Cities Fund bid announcement expected	
		Transport Committee to consider revised digital payment strategy	

 Work area	Schedule of decisions/updates		Key Decision?
Governance	Jun 2019	Combined Authority to consider updated governance arrangements as part of annual meeting	
		LEP Board to consider updated governance arrangements as part of their annual meeting	
	Dec 2019	Senior Leadership Team to consider Assurance Framework update	
	Jan 2020	LEP Board to consider Assurance Framework review	
	Feb 2020	Combined Authority to consider Local Assurance Framework updates for approval	
		Senior Leadership Team to consider internal audit plan	

Work area	Schedule of decisions/updates		Key Decision?
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Work area	Schedule of decisions/updates		Key Decision?
 Capital project approvals	Aug 2019	Combined Authority to consider the strategic case for the Kirklees cycling and walking station access project (Activity 2 in the assurance process)	Y
	Sep 2019	Combined Authority to consider outline business case (Activity 3 in the assurance process) for the following projects: <ul style="list-style-type: none"> <li>- Leeds City Region Enterprise Zones: Clifton site, Calderdale</li> <li>- A65-Leeds Bradford International Airport Link Road</li> <li>- New station site at White Rose, Leeds</li> </ul>	
		Investment Committee to consider full business case + finalised costs for the Leeds flood alleviation scheme (Activity 5 in the assurance process)	Y
	Oct 2019	Combined Authority to consider the strategic case (Activity 2 in the assurance process) for: <ul style="list-style-type: none"> <li>- Ultra-low emissions bus project</li> <li>- South Featherstone Link Road, Wakefield</li> </ul>	Y
		Combined Authority to consider the outline business case (Activity 3 in the assurance process): <ul style="list-style-type: none"> <li>- Leeds Public Transport Investment Programme schemes (A65 signals, Alwoodley gates park and ride, A58 bus priority, Temple Green park and ride phase 3)</li> <li>- Castleford growth corridor scheme</li> </ul>	
	Nov 2019	Investment Committee to consider full business case + finalised costs for York central access scheme (Activity 5 in the assurance process)	Y
		Investment Committee to consider outline business case (Activity 3 in the assurance process) for Wakefield city centre package – phase 2 Ings Road	
	Dec 2019	Combined Authority to consider Strategic Case (Activity 2 in the assurance process) for ERDF connecting innovation scheme	Y
		Combined Authority to consider the outline business case (Activity 3 in the assurance process) for Leeds Public Transport Investment Programme schemes (Corn Exchange gateway and A660 corridor)	
		Investment Committee to consider outline business case (Activity 3 in the assurance process) for: <ul style="list-style-type: none"> <li>- Bradford –Shipley transport corridor project</li> <li>- Bradford Interchange Phase 1</li> </ul>	
	Dec 2019	Senior Leadership Team to consider to consider Leeds City College update	

Work area	Schedule of decisions/updates		Key Decision?
	Jan 2019	Investment Committee to consider full business case + finalised costs for the York central station frontage scheme (Activity 5 in the assurance process)	Y

Work area	Schedule of decisions/updates		Key Decision?
Consultation & engagement	Jul 2019	Possible start of public consultation on: - West Bradford junctions improvement scheme phase 2a (Bradford) - Southern Gateways /Cross Church St scheme (Kirklees)	
	Sep 2019	Possible start of consultation on Elland rail station and wider access scheme (Calderdale)	
	Nov 2019	Possible start of consultation on: - Leeds-Bradford Airport Link Road phase 1b (Leeds) - New Pudsey rail station extension	
	Dec 2019	Possible start of consultation on A62/A644 Wakefield Link Road phase 2 (Kirklees)	
	Jan 2020	Possible start of consultation on White Rose rail station (Leeds)	



## Forward Plan of Key Decisions from 1 November 2019

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<b>West Yorkshire Combined Authority</b>					
A58 Beckett Street and York Street	Description of the Key Decision to be taken Approval for the A58 Beckett Street and York Street scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	12 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Bradford Interchange Carriageway Works	Description of the Key Decision to be taken Approval for the Bradford Interchange Carriageway Works scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	12 Dec 2019	Director of Delivery	Nick Fairchild, Project Manager nick.fairchild@westyorks-ca.gov.uk
Bradford to Shipley Route Improvement Scheme	Description of the Key Decision to be taken Approval for the Bradford to Shipley Route Improvement scheme to proceed through	West Yorkshire Combined Authority	12 Dec 2019	Director of Delivery	James Bennett james.bennett@westyorks-ca.gov.uk

<b>Title</b>	<b>Description</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Lead Director</b>	<b>Officer Contact</b>
	Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).				
European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	To consider and subsequently approve applications for Sustainable Urban Development, to support the delivery of European Structural and Investment Funds Strategy and the Strategic Economic Plan.	West Yorkshire Combined Authority	Between 10 Oct 2019 and 25 Jun 2020	Director of Policy, Strategy & Communication	Heather Waddington heather.waddington@westyorks-ca.gov.uk
Leeds Bus Station Gateway	Approval for the Leeds Bus Station Gateway scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	12 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Leeds City Centre Package - Infirmary Street Gateway	Approval for the Leeds City Centre Package - Infirmary Street Gateway scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	12 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
White Rose Station	Approval for the White Rose Station scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	12 Dec 2019		Lisa Childs lisa.childs@westyorks-ca.gov.uk
Budget and Business Plan 2020/21	To approve the transport levy and revenue budget for 2020/21 for the Combined Authority.	West Yorkshire Combined Authority	6 Feb 2020	Director of Corporate Services	Angela Taylor angela.taylor@westyorks-ca.gov.uk
<b>Transport Committee</b>					
<b>West Yorkshire &amp; York Investment Committee</b>					
Wakefield South East Gateway - Rutland Mills	Approval for the Wakefield South East Gateway - Rutland Mills scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	4 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
<b>Officer delegated decisions</b>					

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Institute for High Speed Rail and System Integration (Transport Scheme)	Approval for the Institute for High Speed Rail and System Integration scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Managing Director	22 Nov 2019		Chris Brunold chris.brunold@westyorks-ca.gov.uk

## Decisions taken by West Yorkshire Combined Authority

<b>DATE OF MEETING:</b>	Thursday, 10 October 2019
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<b>CIRCULATION:</b>	Members of the Overview & Scrutiny Committee
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<b>Agenda Item No.</b>	<b>Subject/Title of Report</b>	<b>Decision(s)</b>
5	Brexit	<p><b>Resolved:</b></p> <p>(a) That the update on the organisational preparation being undertaken by the Combined Authority and LEP as the UK prepares to leave the European Union be noted.</p> <p>(b) That the delivery of the Brexit Support scheme, as detailed in paragraph 2.4 of the submitted report be approved, in the event of a non-negotiated exit from the EU, from November 2019 to the end of March 2020 via the allocation of £2m from the overall Business Growth Programme (BGP) budget. This being subject to securing the required funding flexibility from the Department for Business, Innovation and Skills (BEIS) and no additional funding being provided directly by Government.</p>
6	Capital Spending and Project Approvals	<p><b>Resolved:</b></p> <p>(a) In respect of Halifax Bus Station –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <p>(i) That grant indicative approval to forecast scheme cost of £15.4 million, with delivery funding dependent on the TCF bid outcome be given.</p> <p>(ii) That grant approval of an additional £200,000 from the West Yorkshire plus Transport Fund, taking total approval to £566,415 be given.</p> <p>(iii) That expenditure up to £566,415 on</p>

		<p>the scheme, in partnership with Calderdale Council, be approved.</p> <p>(iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 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.</p> <p>(b) In respect of Clifton Business Park Enterprise Zone –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <p>(i) That the Clifton Business Park (Enterprise Zone) scheme proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).</p> <p>(ii) That development costs of £3.156 million are approved in order to assist in the progress the scheme to decision point 5 (full business case with finalised costs).</p> <p>(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.</p> <p>(c) In respect of A65 signals –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p>
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		<ul style="list-style-type: none"> <li>(i) That the A65 Signals scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).</li> <li>(ii) That an indicative approval of £956,000 is given from the LPTIP 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). The total scheme cost is £1.209 million.</li> <li>(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.</li> </ul> <p>(d) In respect of Temple Green Park and Ride –</p> <p>That following a recommendation from the Investment Committee the Combined Authority approves:</p> <ul style="list-style-type: none"> <li>(i) That the Leeds Public Transport Investment Programme Temple Green Park &amp; Ride Extension project proceeds through outline business case (decision point 3) and work commences on full business case (decision point 4).</li> <li>(ii) That an indicative approval to the Combined Authority's contribution of £6.954 million (which will be funded through the Leeds Public Transport Investment Programme) is given, with full approval to spend being granted once the scheme has progressed through the assurance</li> </ul>
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		<p>process to full business case plus finalised costs (decision point 5). The total project value is £7.386 million.</p> <p>(iii) That development costs of £841,000 are approved in order to progress the scheme to full business case plus finalised costs (decision point 5), with a further £1.42 million approved to fund land purchase costs expended at risk by Leeds City Council, taking total approval to £2.261 million.</p> <p>(iv) That the Combined Authority enters into a variation of the existing Funding Agreement with Leeds City Council for Leeds Public Transport Investment Programme schemes, for expenditure of up to £2.261million from the Leeds Public Transport Investment Programme fund.</p> <p>(v) That future approvals are made in accordance with the assurance 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.</p> <p>(e) In respect of Castleford Growth Corridor –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <p>(i) That the Castleford Growth Corridor scheme proceeds through (decision point 3 and work commences on activity 4 (FBC).</p> <p>(ii) That an indicative approval to the Combined Authority's contribution of £6.858 million to be funded from the West Yorkshire plus Transport Fund is given, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with</p>
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		<p>finalised costs). The total project value is £7.079 million.</p> <p>(iii) That development costs of £1.639 million are approved in order to progress the scheme to decision point 5 (FBC with finalised costs), of which £660,000 is to fund the business case development costs, with £979,000 to fund forecast land acquisition costs. This takes the total approval to £1.839 million.</p> <p>(iv) That the Combined Authority enters into an addendum to the existing Funding Agreement with Wakefield Council for expenditure of up to £1.839 million from the West Yorkshire plus Transport Fund.</p> <p>(v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 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.</p> <p>(f) In respect of South Kirkby Enterprise Zone –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <p>(i) That the South Kirkby Enterprise Zone scheme proceeds through decision point 3 and work commences on activity 5 (FBC with finalised costs).</p> <p>(ii) That an indicative approval to the Combined Authority's contribution of up to a maximum of £2.826 million which will be funded through the Local Growth Fund is given with full approval to spend being granted once the scheme has progressed through the assurance process to</p>
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		<p>decision point 5 (FBC with finalised costs).</p> <p>(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.</p> <p>(g) In respect of Steeton and Silsden Rail Car Park –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <p>(i) That the Steeton &amp; Silsden Rail Car Park project proceeds through full business case with finalised costs (decision point 5) and work commences on activity 6 (Delivery).</p> <p>(ii) That approval to the total project value of £3.879 million is given from the West Yorkshire plus Transport Fund.</p> <p>(iii) That the Combined Authority enters into a Section 56 Rail Funding Agreement with Arriva Rail North for expenditure of up to £3.759 million from the West Yorkshire plus Transport Fund.</p> <p>(iv) That the Combined Authority enters in to a lease for Northern to use part of the Combined Authority owned car park as a temporary compound.</p> <p>(v) 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.</p>
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		<p>(h) In respect of the A61 (South) Corridor –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <ul style="list-style-type: none"> <li>(i) That the A61 (South) Corridor scheme proceeds through decision point 4 (Full business case) and work commences on full business case with finalised costs (decision point 5).</li> <li>(ii) That an indicative approval to the Combined Authority's contribution of £18.037 million, funded through Leeds Public Transport Investment Programme is given with full approval to spend being granted once the scheme has progressed through the assurance process to full business case with finalised costs (decision point 5). The total scheme cost is £18.247 million.</li> <li>(iii) That future approvals are made in accordance with the assurance pathway and approval route in the submitted report including at full business case with finalised costs (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 assurance tolerances outlined in the report.</li> </ul> <p>(i) In respect of East Leeds Orbital Route –</p> <p>That following a recommendation from the Investment Committee, the Combined Authority approves:</p> <ul style="list-style-type: none"> <li>(i) That the East Leeds Orbital Route project proceeds through decision point 5 and work commences on activity 6 (delivery).</li> <li>(ii) That approval to the Combined Authority's contribution of £90.33 million to be funded through the</li> </ul>
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		<p>West Yorkshire plus Transport Fund, is given. The total project value is £147.49 million.</p> <p>(iii) That the Combined Authority enters into an addendum to the existing funding agreement with Leeds City Council for additional expenditure of £64.473 million, taking the total approval to £90.33 million.</p> <p>(iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 6 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.</p>
7	Transforming Cities Fund	<b>Resolved:</b> That the Combined Authority delegates approval to submit the Transforming Cities Fund Strategic Outline Business Case to the Managing Director, in consultation with the Chair of the Transport Committee.
8	Tackling the Climate Emergency	<b>Resolved:</b> That the work to promote clean growth and tackle the climate emergency be endorsed.
9	Devolution	<b>Resolved:</b> That the progress made and next steps on devolution to Leeds City Region be noted.
10	Spending Reviews and Local Industrial Strategy	<p><b>Resolved:</b></p> <p>(a) That the successful Convention of the North with NP11 and supported by Government, and its key messages be noted.</p> <p>(b) That the outcome of the 2019 Spending Round and the proactive steps taken to pursue investments for transport, energy, flooding, digital infrastructure and economic services be noted.</p> <p>(c) That the outcome of the LEP Board's</p>

		<p>awayday be endorsed.</p> <p>(d) That the milestones to use a new local industrial strategy to target the 2020 Spending Review with developing compelling investment propositions, as set out in paragraph 2.13 of the submitted report, be approved.</p>
11	Future Bus Options	<p><b>Resolved:</b></p> <p>(a) That options arising from the sale of First West Yorkshire, including but not limited to potentially participating in the sale, be explored.</p> <p>(b) That spending of up to £200,000 on legal and consultancy support to assist with the development of options for future bus services in West Yorkshire be approved.</p> <p>(c) That delegation be given to the Combined Authority's Managing Director, in consultation with the Chair of the Combined Authority, to engage with the process of the sale of First West Yorkshire Ltd referring any significant decisions arising from this to the Combined Authority.</p>
12	Future Approach to Business Finance	<p><b>Resolved:</b> That the report and information provided in Exempt Appendix on the future approach to business finance be noted.</p>
13	Corporate Planning and Performance	<p><b>Resolved:</b></p> <p>(a) That the information provided on corporate performance be noted.</p> <p>(b) That the budget work underway be noted.</p>
15	European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	<p><b>Resolved:</b></p> <p>(a) That the advice included in the outline assessment forms and any respective conditions at Part 3 of Exempt Appendices 2-3 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.</p>

		<p>(b) That the advice included in the full assessment forms at Part 2 of Exempt Appendices 4-6 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme. to allow the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the full assessments being fully met.</p> <p>(c) That the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme, delegate approval to minor changes to projects where requested by Ministry of Housing, Communities and Local Government to the Director, Corporate Services in consultation with the Chairs of the Combined Authority and Investment Committee.</p>
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