

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

MEETING TO BE HELD AT 2.00 PM ON THURSDAY, 21 NOVEMBER
2019 IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS

A G E N D A

1. LEP SENIOR SPONSOR WELCOME
2. APOLOGIES FOR ABSENCE
3. DECLARATIONS OF INTEREST

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

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

4. EXCLUSION OF THE PRESS AND PUBLIC

1. To highlight Appendix 1 to Agenda Item 11 which officers have identified as containing exempt information within the meaning of paragraph 3, Part 1 Section B of the Access to Information Annex to the LEP Board Procedure Rules, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.
2. To consider whether or not to accept the officers' recommendation in respect of the above information as set out in paragraph 4.1 of Agenda Item 11.
3. If the recommendation is accepted, to formally pass the following resolution:-

RESOLVED – That in accordance with paragraph 3 of Part 1 Section B of the Access to Information Annex to the LEP Board Procedure Rules, the public be

excluded from the meeting during consideration of Appendix 1 to Agenda Item 11 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

5. MINUTES OF THE MEETING HELD ON 25 SEPTEMBER 2019

(Pages 1 - 6)

6. GOVERNANCE REPORT

(Led by: Angela Taylor, Author: Julie Haigh)

(Pages 7 - 10)

7. PANEL AND COMMITTEE REPORTS

(a) BUSINESS COMMUNICATIONS GROUP

(Led by: Racheal Johnson)

(Pages 11 - 14)

(b) GREEN ECONOMY PANEL

(Led by: Simon Pringle)

(Pages 15 - 28)

(c) LEP CAPITAL PROGRAMME (INVESTMENT COMMITTEE)

(Led by: Cllr P Box)

(Pages 29 - 38)

8. STRENGTHENED LOCAL ENTERPRISE PARTNERSHIPS

(Led by: Alan Reiss, Author: Katie McLean)

(Pages 39 - 40)

9. LOCAL INDUSTRIAL STRATEGY

(Led by: Alan Reiss, Author: Emma Longbottom)

(Pages 41 - 44)

10. LEEDS CITY REGION ENTERPRISE ZONES PROGRAMME

(Led by: Kate Thompson, Author: Jess McNeill)

(Pages 45 - 48)

11. FUTURE APPROACH TO BUSINESS FINANCE

(Led by: Kate Thompson, Author: Leanne Walsh)

(Pages 49 - 82)

For Information

**12. DRAFT MINUTES OF THE WEST YORKSHIRE COMBINED
AUTHORITY HELD ON 10 OCTOBER 2019**

(Pages 83 - 96)

13. DATE OF NEXT MEETING

The next meeting will be held on 16 January 2020.

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**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON WEDNESDAY, 25 SEPTEMBER 2019 AT NEXUS,
UNIVERSITY OF LEEDS, DISCOVERY WAY, LEEDS LS2 3AA**

Present:

Roger Marsh OBE (Chair)	Leeds City Region Enterprise Partnership
Professor Bob Cryan CBE	University of Huddersfield
Nicola Greenan	East Street Arts (from minute 46)
Rashik Parmar MBE	IBM Academy of Technology (Chair, Employment & Skills Panel)
Mark Roberts	Beer Hawk Ltd
Joanna Robinson	Mansfield Pollard (Chair, Business Communications Group)
Councillor Judith Blake CBE	Leeds City Council (from minute 41)
Councillor Peter Box CBE	Wakefield Council (from minute 41)
Councillor Susan Hinchcliffe	Bradford Council (from minute 41)
Councillor Shabir Pandor	Kirklees Council (from minute 41)
Councillor Andrew Lee (Substitute)	North Yorkshire County Council
Councillor Graham Swift (Substitute)	Harrogate Borough Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council (from minute 41)

In attendance:

Professor Simon Pringle	Project Rome
Tom Riordan	Leeds City Council
Caroline Allen	LEP/West Yorkshire Combined Authority
Ruth Chaplin	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Kate Thompson	LEP/West Yorkshire Combined Authority
Jonathan Sheard	LEP/West Yorkshire Combined Authority
Alexander Clarke	LEP/West Yorkshire Combined Authority
Tom Gifford	LEP/West Yorkshire Combined Authority
James Hopton	LEP/West Yorkshire Combined Authority

37. Apologies for Absence

Apologies for absence were received from Adam Beaumont, Amir Hussain, Andrew Wright and Councillors Keith Aspden, Richard Cooper and Carl Les.

38. Declarations of Interest

In accordance with the requirements of the LEP Board Members' Code of Conduct, Members were reminded of their obligations to review their

individual register of interests before each LEP Board meeting and to declare any interests.

Joanna Robinson advised the LEP Board that Mansfield Pollard had had a grant application for some capital expenditure approved and she wished to declare a personal interest should there be any discussion on this.

39. Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 Section B of the Access to Information Annex to the LEP Board Procedure Rules, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 10 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

40. Minutes of the meeting held on 18 July 2019

Resolved: That the minutes of the meeting held on 18 July 2019 be approved and signed by the Chair.

41. Panel and Committee Reports

The Board discussed and noted the Panel and Committee updates which were presented to the Board for information.

The Business Innovation and Growth Panel report provided an update on progress on significant areas of activity particularly in respect of Brexit preparation and the support being provided to businesses. Members discussed and agreed the criteria for a new £2m Leeds City Region Brexit Business Support Scheme which was detailed in the report. The scheme has been designed to provide SMEs with advice and guidance and is part of the package of Brexit-related interventions which had previously been endorsed by the LEP Board.

In respect of the Employment and Skills Panel, the report updated the Board on all areas of work including Delivery Agreements, School Partnerships, careers, the FutureGoals campaign and apprenticeships and employment. Members welcomed the evaluation of the Work Wellness Project which was attached at Appendix 1 and asked that this be shared with health service colleagues.

The Board noted the update on the Green Economy Panel's major projects and programmes and the key findings from the low carbon workshops which had been held with stakeholders. The current projects being delivered through the Energy Strategy and Delivery Plan and the emerging high level projects identified from the workshops were summarised in Appendix 1.

Members highlighted the success of the Drax initiative and discussed the work being undertaken by the Combined Authority. This included the establishment of a Zero Emissions Transport Group and it was noted that all new projects considered for funding by the Combined Authority are now assessed for any potential environmental impact.

It was reported that the Place Panel had met on 30 July 2019 and the report provided an update of the items discussed at the meeting.

In respect of the Capital Programme (Investment Committee) update, the Board noted the Growth Deal spend in quarter 1 and the expenditure and forecasts of the programme were detailed in the Growth Deal Dashboard attached at Appendix 1. Members were advised that as the LEP Board had not met before the submission deadline of 23 August 2019, the Growth Deal CLoG (Cities and Local Growth Unit) monitoring dashboard for quarter 1 2019/20 had been signed off by the Combined Authority's Section 73 Officer. A copy of the dashboard was attached at Appendix 2 and this was endorsed by the Board.

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

Resolved:

- (i) That the Panel and Committee updates be noted.
- (ii) That the criteria for the Brexit Business Support Scheme be approved.
- (iii) That the CLoG monitoring dashboard for quarter 1, 2019/20 be endorsed.

42. Advanced Urban Transit Technologies - Market Testing

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

- Provided an update on the development of the Leeds City Region connectivity strategy/plan, which is central to contributing to the Combined Authority's core aims of enabling inclusive growth, boosting productivity, delivering 21st century transport and enabling clean growth.
- Provided a summary of the Advanced Urban Transit Technologies, Market Testing/Call for Evidence, which is an important next step in the development of the wider Connectivity Strategy.

Members discussed and noted the market testing which had commenced in August 2019, the purpose of which is to establish the views of the industry about how transit technologies are anticipated to change by the late 2020s/early 2030s. All the Market Testing materials including the Prospectus are available online and Members were encouraged to discuss this with their industry partners to ensure it has the widest reach possible.

Stakeholders/industry need to notify the Combined Authority of their intent to take part by 31 October 2019. Feedback from the Market Testing will be brought to a future meeting.

Resolved:

- (i) That the progress with development of the Leeds City Region connectivity plan and pipeline of interventions be noted.
- (ii) That the Advanced Urban Transit Technologies, Market Testing, which is an important next step in the development of the wider Connectivity Strategy be noted.

43. Brexit

The Board considered a report of the Director of Policy, Strategy and Communications on the organisational preparation being undertaken by the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership as the UK prepares to leave the European Union, in particular the increased activity ahead of 31 October 2019.

It was reported that as part of the preparations for Brexit, assessment work of the impact of Brexit in the region was being undertaken. The conclusions of the work to date, together with recommendations to guide further work were outlined in the submitted report.

Members discussed the next steps in accelerating the work of the Combined Authority's Brexit action plan which were detailed in the submitted report. The importance that the action of the Combined Authority and LEP aligns and complements both local authority and Government activity was stressed together with the need to link into, and share, all information and also for a communications plan to be prepared in readiness.

Resolved: That the update on the organisational preparation being undertaken by the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership as the UK prepares to leave the European Union be noted.

44. Economic Reporting and Brexit Assessment

The Board considered a report of the Director of Policy, Strategy and Communications which provided an update on the latest economic and business intelligence in the context of the UK's upcoming exit from the European Union.

Members highlighted the need for businesses to understand and be aware of how and where their data is stored and it was suggested that the Business Innovation and Growth Panel consider this in more detail.

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

Resolved: That the report and appendices be noted.

45. Corporate Performance Report

The Board considered a report of the Director of Corporate Services which provided an update on a range of corporate and governance matters.

A summary of the 2019/20 current spend to budget as at June 2019 and the headline strategic risks contained in the corporate risk register was attached at Appendix 1. A Members risk workshop to consider the key strategic risks affecting the organisation and to ensure that these are adequately captured so that mitigation plans can be developed, had been held on 23 July 2019.

It was noted that Combined Authority's 2018/19 final (audited) accounts were published by 31 July 2019. The LEP Financial Statement 2018/19 was published alongside the accounts and summarises the key areas of LEP expenditure and income and a copy would be circulated to Members for information. For future years the 'draft' statement will be reported to the LEP Board for review and comment before publication by the due date of 31 July 2019.

In respect of corporate performance, an assessment of progress against the four corporate priorities for the financial year to date was summarised in Appendix 2.

Resolved: That the corporate performance information be noted.

46. Future Approach to Business Finance

The Board considered a report of the Director of Policy, Strategy and Communications on the future approach to business finance.

It was noted that the Combined Authority and Leeds City Region Enterprise Partnership were developing options for a new invest to grow business finance proposition that responds to current market needs.

Further information was provided in Exempt Appendix 1 and the Board was given a presentation and discussed the outputs of the first phase of the work which had been undertaken with an externally commissioned partner.

Members discussed the second phase of the work which was due to be completed in the Autumn and a report on the outcome would be brought to the next meeting. Commencement of phase 3 would depend on agreement to the recommendations arising from phases 1 and 2

Resolved: That the report and information provided in Exempt Appendix 1 be noted.

47. Local Industrial Strategy Development

The Board noted a report of the Director of Policy, Strategy and Communications which provided an update on progress to develop a Local Industrial Strategy (LIS).

Resolved: That the reported be noted.

48. Minutes of the West Yorkshire Combined Authority held on 27 June 2019

Resolved: That the minutes of the West Yorkshire Combined Authority held on 27 June 2019 be noted.

49. Draft Minutes of the West Yorkshire Combined Authority held on 1 August 2019

Resolved: That the draft minutes of the West Yorkshire Combined Authority held on 1 August 2019 be noted.

50. Date of Next Meeting

The next meeting of the LEP Board will be held at 2 pm on Wednesday 21 November 2019.

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

Date: 21 November 2019

Subject: **Governance Report**

Director: Angela Taylor, Director of Corporate Services

Author(s): Caroline Allen, Julie Haigh

1. Purpose of this report

- 1.1 To inform Members of a change in the local authority membership of the Board.
- 1.2 To receive and consider the recommendation from the Appointments Panel to appoint a new private sector LEP Board member.
- 1.3 To recommend minor changes in the private sector membership of two LEP Panels be adopted by the Combined Authority at its next meeting.

2. Information

Local Authority membership

- 2.1 Councillor Box, Leader of the Council of the City of Wakefield has announced that he will be stepping down as Leader with effect from 30 November. The Board will be updated verbally on any changes to the Board membership as a consequence of this change.

Private sector membership

- 2.2 In July 2018 Government published its review of LEPs (*Strengthened Local Enterprise Partnerships*) to set out its future requirements on leadership and organisational capacity; accountability and performance, and geography.
- 2.3 The LEP submitted its implementation plan in October 2018, showing the steps it would take to ensure it meets the requirements, thereby putting the City Region in a strong position to secure further funding and powers and use them effectively to benefit local businesses and communities.
- 2.4 By spring 2020, the LEP arrangements in the City Region must include a LEP Board where: at least two-thirds of members come from the private sector, at least a third of members are women, and the Board otherwise reflects the diversity of the City Region.

- 2.5 At the June 2019 meeting the Board approved a recommendation that the Combined Authority's Managing Director be given delegated authority to commence recruitment in accordance with the LEP Board's Recruitment Procedure and to take such associated actions as are necessary to meet the Government's compliance requirements within their imposed deadlines.
- 2.6 During the summer, informal discussions with Government officials highlighted the need for an in year movement of Board composition to work towards a more diverse representation and therefore an imperative for the LEP to act now in order that LEP arrangements in the City Region meet Government's requirements.
- 2.7 Consequently, a LEP Board private sector Member recruitment exercise has been underway since September 2019. This was an open and transparent process, consistent with the LCR Assurance Framework and with due regard to the LEP Board's Diversity and Equality Policy. The imminent timing of this meant it was required in addition to a proposed recruitment process which will be considered in the Strengthened Local Enterprise Partnerships item to be considered at the meeting.
- 2.8 The opportunity was promoted via an online recruitment pack and shared via numerous digital channels and networks throughout October 2019.
- 2.9 Response to the recruitment was very encouraging, with applicants from a range of sectors, backgrounds, geography and experience.
- 2.10 Shortlisted candidates have been invited to attend an interview with the Appointments Panel in mid-November. The Appointments Panel consists of the LEP Chair, a local authority representative, LEP Diversity Champion (a private sector Board Member) and an officer of the Combined Authority.
- 2.11 Following the conclusion of the interview process, the recommendation from the Appointments Panel will be shared with Members of the Board at the meeting for the Board's consideration.

Panel Membership change

- 2.12 The LEP Constitution provides that the Combined Authority may appoint any member of the LEP Board to be a member of a Combined Authority panel or committee.
- 2.13 Nicola Greenan, a private sector LEP Board Member, currently sits on the Business, Innovation & Growth Panel (BIG) as well as the Inclusive Growth & Public Policy Panel (IGPPP). The Board is asked to recommend that Nicola Greenan's membership on the IGPPP ceases and membership of the Place Panel commences simultaneously, and that the recommendation be taken forward for adoption by the Combined Authority at its next meeting.

3. Financial Implications

3.1 None

4. Legal Implications

4.1 Should the LEP Board not take the steps outlined in the report, there is an increased risk that the City Region's future LEP arrangements will not fully comply with Government's requirements. That means future funding and powers could be jeopardised.

5. Staffing Implications

5.1 None

6. External Consultees

6.1 None

7. Recommendations

7.1 That the LEP Board:

- Note any change in the local authority membership of the Board as advised at the meeting.
- Consider the recommendation of the Appointments Panel.
- Recommend that the changes to the private sector membership of the Combined Authority Panels, set out in paragraph 2.13 above, be adopted by the Combined Authority at its next meeting.

8. Background Documents

8.1 None

9. Appendices

9.1 None

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

Date: 21 November 2019

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

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Racheal Johnson

1. Purpose of this report

- 1.1 To provide LEP Board members with an update on the meeting of the Business Communications Group (BCG), held on 17 October 2019.

2. Information

- 2.1 The BCG meeting of 17 October consisted of the following agenda items: policy update, Brexit, Local Industrial Strategy, apprenticeships update.
- 2.2 The Head of Economic Policy provided the group with an update on the devolution process and the Future-Ready Skills Commission. BCG members provided feedback on the Commission, and the proposals being put forward through its planned interim report, including the need for: fairer funding for vocational learning alongside academic routes; greater flexibility in devolution of the Adult Education Budget (AEB); a long-term approach that balances the actual cost of publicly funded skills provision with the cost to the economy of not getting this right.
- 2.3 An update was provided on what the LEP is doing to support businesses in preparing for new trading conditions as a result of Brexit. This support includes economic and business intelligence to understand the impact on the City Region economy and businesses; development of potential new business finance products; and support via the LEP Growth Service to connect businesses with relevant support to help them plan effectively.
- 2.4 BCG members provided feedback on how they and their members were preparing for Brexit:
- The Institute of Chartered Accountants (ICAEW) has created a “top 10 tips” leaflet and web resource to ensure that accountants are briefed on potential changes and can advise their business clients accordingly – this information will be shared via the LEP website.

- The CBI is holding a series of weekly webinars for members and has produced an online resource that can be accessed by any business – not just CBI members. A link to this resource will be shared on the LEP website. A series of roadshow events was also held to gather intelligence from businesses on their approaches to Brexit.
- Several organisations are considering the impact on their employees and recruitment practices.
- There is a sense that capital investment in several sectors has slowed down.
- The Chambers are seeing increased demand for support and training on export documentation and have trained additional staff to meet this demand.

2.5 Other feedback provided by BCG members included:

- The construction sector is experiencing significant growth but filling skills gaps in the sector continues to be an issue for many SMEs. Demand for skills and capacity in London is attracting skilled workers from the region, and placing extra pressures on businesses in Yorkshire and the wider North.
- Skills and recruitment issues, including apprenticeships, continues to constrain growth in other sectors in addition to construction.
- The Chambers have expressed concerned that the new salary thresholds for skilled migrants entering the UK could exacerbate recruitment pressures yet further in the regions.

2.6 An update was provided from the LEP skills team on support for apprenticeships – in particular the success of a recent pilot programme to encourage larger businesses to transfer a portion of their apprenticeship levy contribution to SMEs in the region so that funding can be retained locally. Portakabin is one company that participated in this programme, and has helped create 12 new additional apprenticeships in the region as a result. The programme is now set to be expanded and BCG members were asked for their feedback to help shape provision.

2.7 Members were supportive of the new LEP levy transfer offer, and felt larger businesses in the region would be willing to participate so that money can be retained to help other local businesses. It was suggested that perceived complexity is preventing many companies from exploring levy transfer options, so messages around the new offer should focus on how the LEP is making it easier for businesses to do this.

2.8 Members were advised that the LEP Apprenticeship Grant for Employers offer will be available until November. There was also a brief discussion around the introduction of new T-Level qualifications and the implications for businesses of these.

3. Financial Implications

3.1 None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. External Consultees

6.1 None.

7. Recommendations

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

7.2 That members offer responses to the business challenges and issues raised by BCG members in section 2.4 and 2.5

8. Background Documents

8.1 None.

9. Appendices

9.1 None

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

Date: 21 November 2019

Subject: **Green Economy Panel**

Director(s): Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Jacqui Warren, Policy Manager

1. Purpose of this report

- 1.1 To provide the Leeds City Region Enterprise Partnership (LEP) Board with a progress report on significant areas of activity related to the Green Economy Panel (GEP) following their meeting on 22 October 2019. The meeting followed a tour of Drax power station in Selby, North Yorkshire, where the Panel had the opportunity to hear about the station's transition from coal to electricity generation using biomass.

2 Information

Tackling the Climate Emergency: Energy Strategy and Delivery Plan

- 2.1 The Combined Authority approved the Leeds City Region Energy Strategy and Delivery Plan (ESDP) in December 2018. It aims to dramatically reduce the City Region's carbon emissions. It will not be easy and will require coordinated action by local government, industry, business and people of all ages. This is a programme of work that will be delivered in a phased approach, with short term projects and longer term, whole system actions.
- 2.2 The Panel received a full update on the ESDP at their meeting on 22 October 2019. This paper focussed on the recent activities surrounding the City Region declaring a Climate Emergency. A summary is provided in the following paragraphs.
- 2.3 The scale of the task ahead must not be underestimated with a 14.5 percent reduction in emissions required year-on-year and regional emissions halving every five years (Tyndall Centre 2019). Meeting this challenge now requires collective action from across all sectors and will require us all to change the way we live. There is a need for immediate action coupled with the need for long term strategic planning and delivery. This work must be supported by a robust evidence to ensure we can make significant progress to achieve net carbon zero by 2038, and with significant progress by 2030. Table 1 outlines some of the recent work the Combined Authority has carried out:

Engagement:

Activity	Description
Sector-specific low-carbon workshops	Held 4 workshops in late June / early July and identified over 50 transformational actions that could enable the City Region to meet its net zero-carbon ambition. Attended by over 150 individuals from across the public, private and third sector.
LCR Climate Coalition & Pledge	Launched the Coalition and Pledge. The Coalition will act as a combined, powerful collective working together to create a net zero-carbon City Region.
Media call	Launched (10 July) the strengthened City Region target and Leeds City Region Climate Change Coalition and Pledge.
NP11 Energy and Clean Growth Conference	The City Region had good presence at the Northern Conference on 5 and 6 November 2019. See 2.16.

Recent project development support:

Activity	Description
Energy Accelerator	<p>10 low / zero carbon projects are receiving free project development support through the Energy Accelerator (including several district heat networks):</p> <ul style="list-style-type: none"> • Leeds PIPES (phases 2 and 3) • Barnsley Civic Quarter • Bradford City Centre • Halifax Town Centre <p>And a range of energy efficiency projects on the public and NHS estate.</p> <p>Projects will be installed by September 2021.</p>
Domestic Energy Efficiency Financing Models	Through the North East, Yorkshire and Humber Energy Hub the Combined Authority is commissioning consultancy support to identify the financial models that will enable domestic energy efficiency activity to be scaled up and delivered at pace (city-regional scale). This will identify ways to strengthen the current Better Homes Programme that provides energy efficiency improvement works to households in the City Region.
REF and REF2	Resource Efficiency Fund (REF) offers SMEs free hands-on business support and up to 50% capital grant funding of up to £10,000 to help them save money and resources. The scheme ends in December 2019. The Combined Authority has therefore applied for ERDF funding for create a second Resource Efficiency Programme (RE-BIZ). Subject to funding, this new programme will also include circular economy principles and practices.

Activity	Description
H21	Continued support for the development and delivery of the H21 project, led by Northern Gas Networks
Hydrogen	Supported a £32m University of Leeds Strength in Places Hydrogen Corridor proposal

Building evidence to support achieving the zero carbon target:

Activity	Description
Carbon Abatement Pathways	The Combined Authority is commissioning consultancy support to identify a carbon emissions reduction pathway(s) that will enable the City Region to meet its net zero-carbon target by 2038 with significant progress made by 2030. This will highlight the essential actions required.
Domestic Energy Efficiency Financing Models	Through the North East, Yorkshire and Humber Energy Hub commissioning consultant support to identify the financial models that will enable domestic energy efficiency activity to be scaled up and delivered at pace (city-regional scale).
Transport Emissions Reduction Pathways	Through the North East, Yorkshire and Humber Energy Hub commissioning consultant support to identify the different emissions reduction pathways that the transport system could take to contribute to achieving the City Region net zero-carbon target.
Clean Growth Audit	Identify the carbon and energy intensive industries in the City Region.

Further immediate opportunities for District Partners

- 2.4 There is an immediate opportunity for all local authorities to align to, and work more closely with the Combined Authority to address their local climate emergencies through a range of current projects.
- 2.5 A meeting of the Green Economy Officer Group (GEOG¹) was held on 12 September to explore how all the City Region's local authorities can begin to work more closely on the Climate Emergency.
- 2.6 The West Yorkshire Combined Authority, working with the York and North Yorkshire and East Riding LEP, has secured £100,000 of funding through the West and North Yorkshire Business Rate Pool (WNY BRP) to support climate emergency related actions in the local authorities in this geographical area.

¹ This is a group of officers (energy, sustainability, housing, policy officers) working on climate / green issues from across the Leeds City Regions' Local Authorities.

West Yorkshire Combined Authority Corporate Approach to Clean Growth

- 2.7 In addition to this city-regional work, the Combined Authority has developed a new corporate approach to embedding clean growth, including reducing carbon emissions and tackling the climate emergency. It includes adopting a new clean growth policy, containing a set of principles for all staff to use, and a detailed action plan outlining what the Combined Authority will do as an organisation over the next two years. It covers the organisation's plans to reduce the direct environmental impact of how it works and behaves, as well as ensuring clean growth is embedded in proposals for projects to be delivered across the region in pursuit of corporate priorities. **See Appendices 1 (Policy) and 2 (Action Plan on a Page).**
- 2.8 One immediate action the Combined Authority has taken is to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority and its Assurance Framework. All Combined Authority reports now require a clean growth qualitative assessment and over the next six months – one year a robust quantifiable methodology for assessing all new schemes predicted carbon emissions/wider clean growth impacts will also be implemented.

Next initial steps to become a net zero-carbon Leeds City Region

- 2.9 There is a need to now build on these recent developments and keep momentum going to galvanise support and commence delivery against the ambitious regional target.
- 2.10 A summary of the work planned by the Combined Authority to assist the City Region meet its carbon targets. Including
- **Communications & Engagement with key stakeholders**
 - **Building a robust evidence base** including further work to understand how the City Region's net zero-carbon target can be met, and identification of a refreshed prioritised list of projects to develop.
 - **Delivery of a range of projects and building the City Region's Climate Coalition.**
 - **Local Authorities Support:** Including the identification of joint opportunities to collaborate and work together in response to the climate emergency declarations, including delivery of the WNY BRP climate emergency funding.
- 2.11 The Panel considered the report and provided a range of comments including the need for the Panel to fully understand the Climate Emergency plans of all Local Authorities in the City Region and how the region will monitor progress going forward. An in-depth session with the Panel will be held at their next meeting and will also cover common collaborative climate emergency projects to explore across the City Region and current blockers / constraints.

Energy Accelerator

- 2.12 The Panel received a full update on The Energy Accelerator (Accelerator). This is a key initiative under priority three of the Strategic Economic Plan (SEP) and is a team of expert advisors that are supporting the development of low carbon projects. The Accelerator offers free support to the commercial and public sector for energy efficiency and renewable energy (new and retrofitted), district heat networks, and street lighting. The Panel noted that 13 projects are currently progressing through the Accelerator. The total forecasted capital investment leveraged through the development of these schemes is estimated at £128.197 million. The programme is on track to meet its 18 month targets.

North East Yorkshire and Humber Energy Hub (energy Hub)

- 2.13 The Panel received a full update at the meeting on the Energy Hub. There are a number of projects identified in the ESDP which are suitable for development through the Hub². The Panel heard about the projects currently going through the Hub including:
- A Leeds City Region Transport Emissions Reduction Pathways study is being procured to support the decarbonisation of the transport sector in the City Region. This work will be the focus of the new Zero Emission Transport Working Group set up to ensure the transport sector plays its part in meeting the net zero carbon city region target.
 - The Hub also supported the NP11 Energy and Clean Growth Conference held on 5 and 6 November. The City Region had good presence at the conference including an exhibition stand on both days selling our zero carbon ambitions and opportunities. Roger Marsh also presented at the conference and Simon Pringle, Nevil Muncaster and Rosa Foster were part of a panel for one of the conference's breakout sessions. The Combined Authority / LEP also ran a breakout session on the City Regions zero carbon ambitions, opportunities and programmes of support. The NP11 also launched their Energy Strategy for the North. The full report will be available shortly.
- 2.14 The Panel has also held a private workshop following the meeting to focus on:
- The development of the Local Industrial Strategy and embedding clean growth opportunities across the priorities it identifies.
 - Just transition - This focuses on how we make sure our City Region's decarbonisation plans maximise environmental, social and economic opportunities in a just and fair way, with no one / community left behind / disadvantaged. This work will feed into the Local Industrial Strategy.

² The Hub provides capacity to LEPs and local authorities to undertake the initial stages of development for priority local and regional energy projects and programmes up to a point where investment can be secured. A collaborative and coordinated approach across multiple LEP areas is encouraged through the Hub.

3. Financial Implications

- 3.1 Given the scale of the projects identified in the ESDP there are likely to be financial implications for the Combined Authority and partners. Each project as it develops will be subject to a robust business case. Exploring and securing funding will also form a large part of this work.

4. Legal Implications

- 4.1 There are no implications associated with this paper.

5. Staffing Implications

- 5.1 Additional resources will be needed to allow the Combined Authority to deliver its Clean Growth Programme and elements it is responsible for in the ESDP. Additional resource asks are being addressed through the Combined Authority's business planning process for 2020/2021.

6. External Consultees

- 6.1 The Green Economy Officer Group and various Combined Authority groups have been closely involved in the development of the ESDP and recent City Region Workshops.

7. Recommendations

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

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – Combined Authority Clean Growth Policy

Appendix 2 – Combined Authority Clean Growth Action Plan on a Page

Clean Growth Policy

Supporting clean growth across our organisation

September 2019

Background

The West Yorkshire Combined Authority brings together local councils and businesses to ensure everyone in our region benefits from a strong, successful economy and a modern, accessible transport network. By harnessing our combined efforts, our vision is to make the Leeds City Region known globally as a place where everyone can build great businesses, careers and lives, supported by world-class transport, housing and digital connections.

To achieve this vision, we have four corporate priorities:

1. Boosting productivity
2. Enabling inclusive growth
3. Delivering 21st Century transport
4. Supporting clean growth

Aims

Our Action Plan sets out how we will achieve our fourth priority – supporting clean growth – by growing our regional economy whilst also cutting greenhouse gas emissions, including carbon dioxide. This plan also sets out how we will respond to the climate emergency which was formally declared by the Combined Authority and its partner councils in June 2019. Additionally, clean growth is one of the grand challenges within the Government’s Industrial Strategy plans and must be addressed through all Local Industrial Strategies. Our Strategic Economic Plan and Energy Strategy and Delivery Plan committed the City Region to achieving a net zero carbon economy by 2038 at the latest, with significant progress by 2030.

The Action Plan aims to:

- Enable the Combined Authority to lead by example and reduce its environmental impacts, tackle the climate emergency and create clean growth.
- Ensure that all staff and members are fully aware of what clean growth means and what we plan to deliver.
- Empower staff to play a vital part in delivering clean growth.
- Help the Combined Authority to save money by understanding the energy and natural resources it uses and how to use them more efficiently.
- Establish short term actions to work on for the next two years.

Scope

- This policy applies to all West Yorkshire Combined Authority employees.
- It covers activities in our operational control including the primary estate¹ that enable us to operate and deliver our services. See appendix 1.
- It also applies to services, policies, projects and programmes within our financial control and governance of the Combined Authority².

¹ Offices and bus stations

² Financial control boundary. See p6 of

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/206392/pb13944-env-reporting-guidance.pdf

Principles

To enable clean growth across our organisation, the Combined Authority will:



1. Reduce energy and carbon emissions

We will minimise energy use and reduce carbon dioxide emissions arising from the Combined Authority's estate through the introduction of energy efficient measures, renewable and clean energy generation (where possible) and staff behavioural initiatives.



2. Minimise waste and water consumption

We will minimise operational waste that arises across the Combined Authority's estate through waste reduction, reuse, recycling and staff behavioural change initiatives.



3. Tackle air quality and improve health

We will improve local air quality and cut harmful pollutants and carbon emissions by supporting healthier and more sustainable modes of business travel and by influencing low emission transport across the region



4. Use sustainable resources

We will reduce the environmental impact of our services, projects and programmes through making sustainable choices on the goods and services we procure.



5. Enhance our natural environment

We will integrate green and blue infrastructure and climate resilience into our estate and work where practically possible.

6. Integrate clean growth decision making



Through the Assurance Framework and other internal decision-making procedures, we will review, advocate and embed clean growth considerations into our activities wherever possible.

7. Measure and report our performance



We will monitor, benchmark and report annually on energy, water, waste consumption and carbon emissions to ensure we are meeting our targets

Appendix 1. Programme Scope.

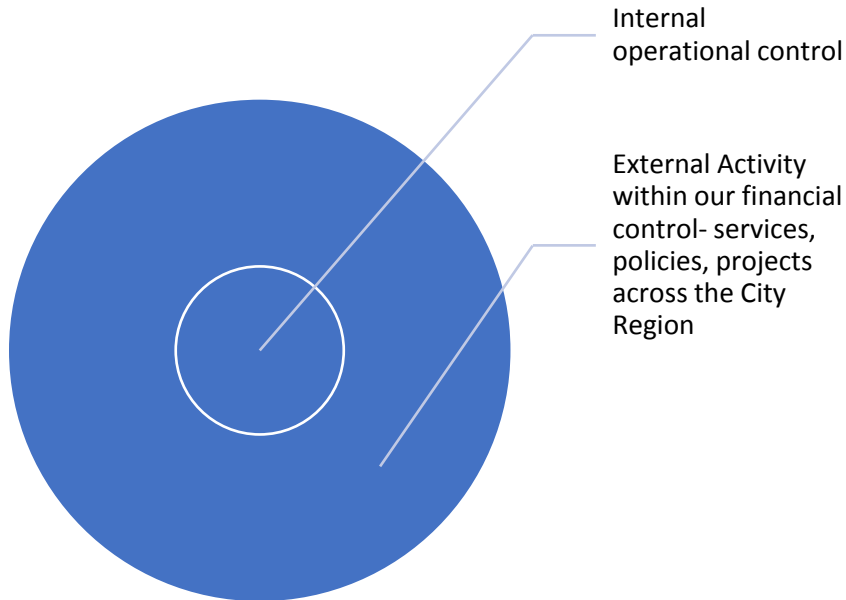


Figure 1. Proposed focus of activity (this is illustrative only and not to scale)

Find out more

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All information correct at time of print (October 19)

Clean Growth Action Plan - Plan on a page

This Action Plan sets out how we will achieve our fourth corporate priority – supporting clean growth – by growing our regional economy in an inclusive and sustainable way whilst also cutting greenhouse emissions, including carbon dioxide, and how we will lead the way as an organisation. It also outlines how we are responding to the climate emergency and how we will play a leading role in helping the region become net zero carbon by 2038 at the latest.

In 2018-2019, our corporate activities were responsible for emitting just over 600 tonnes of carbon dioxide. Over the past five years we have reduced our energy consumption by 34% - now we need to go further and faster to play our role in addressing the climate emergency.

Our clean growth principles:



1. **Reduce our energy and carbon emissions** – we will install efficiency measures, renewable energy sources and change the ways we work in our offices and bus stations.



2. **Minimise waste and water consumption** – we will phase out single use plastic, divert all redundant office equipment from landfill and encourage staff and customers to recycle even more.



3. **Tackle air quality and improve health** – we will replace our operational vans with electric alternatives, adopt a new sustainable travel policy and increase the number of pool bikes for staff.



4. **Use sustainable resources** – we will source all our energy from 100% renewable sources, use only eco-friendly cleaning products and ensure all paper is from sustainable sources.



5. **Enhance our natural environment** – we will integrate climate resilience into our work where possible and map out where new trees can be planted on our land by staff volunteers.



6. **Integrate clean growth decision making** – we will strengthen our Assurance Framework and other decision making processes in regards to climate impacts and develop a robust methodology for assessing future carbon emissions.



7. **Measure and report our performance** – we will create a Combined Authority Carbon Footprint, publish our performance annually and set year-on-year carbon reduction targets.

The difference we will make

Delivering on our clean growth principles will enable us to:

- Lead by example and reduce our environmental impacts, tackle the climate emergency and create clean growth.
- Ensure staff and members are fully aware of what clean growth means and what we plan to deliver.
- Help to save money by understanding the energy and natural resources we use and how to use them more efficiently.
- Establish short term actions for the next two years.

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

Date: 21 November 2019

Subject: **LEP Capital Programme (Investment Committee)**

Director: Marc Cole, Interim Director of Delivery

Author(s): Lynn Cooper

1 Purpose of this report

- 1.1 To update the LEP Board on progress made on the implementation of the LEP capital programme.

2 Information

Capital Programme

- 2.1 Table 1 below sets out the latest outturn forecast and actual spend at quarter 2 2019/20 for the LEP capital programmes.

Table 1

Capital Programme	Original Budget 2019/20	Revised Forecast 2019/20	Quarter 2 Actual 2019/20	%
Growth Deal (including West Yorkshire Transport Fund)	£121,603,000	£105,430,000	£17,359,000	16.5%
West Yorkshire Broadband - contracts 2 & 3	£1,157,000	£1,157,000	£32,740	2.8%
Growing Places Fund	£4,000,000	£0	£550	0.0%
Warm Homes	£251,000	£400,000	£0	0.0%
Total	£127,011,000	£106,987,000	£17,392,290	16.3%

- 2.2 The main area of expenditure on LEP programmes in 2019/20 remains the Growth Deal. Procurement is currently ongoing on Broadband contract 3 as there has been some delay, the original forecast expenditure will therefore not be achieved as the programme will not commence until at least March 2020.

Growth Deal

- 2.3 In quarter 2 the Growth Deal has achieved expenditure of £17.36 million, 16.5% of spend. There are a number of areas of risk to achievement of the target spend of £105,430,000, including:

- Projects seeking funding approval – a number of projects are forecast to spend in year but are currently still progressing through the approval process, these include: the Institute for High Speed Rail (£4.30 million), Dewsbury Riverside (£1.70 million).
- Major Projects which represent significant element of in-year spend – the East Leeds Orbital Route initially forecast spend of £21.2 million (£25.0 million less prepayment of £3.76 million) in 2019/20, this represents 20% of the total spend target for 2019/20. Now that the contract for this project has been let the revised forecast is £15.7 million.

- 2.4 The Growth Deal dashboard is attached as Appendix 2. This includes some amendments from previous versions. The original allocations under each priority now balance to the Growth Deal allocation to that priority, any over-programming or expected underspend is now also identified under each priority.
- 2.5 A key issue for the Transport Fund (Priority 4b) is the level of spend forecast for 2020/21. A review of all spend forecasts for 2019/20 and across the lifetime of both the Growth Deal (to March 2021) and the West Yorkshire plus Transport Fund (up to 2034/35) is currently ongoing to establish where risks to forecast spend exists. The outcome of this review will be reported to both the Investment Committee and LEP Board.

Cities and Local Growth Unit Quarterly Return

- 2.6 Each quarter a return is made to Cities and Local Growth Unit (CLOG), through its data capture system which collates Growth Deal programme information. CLOG has requested that this data capture return should be endorsed by the LEP Board each quarter. The dashboard for quarter 2 2019/20 is due to be submitted on 22 November 2019. As the timetable for this is very tight the data capture return will be tabled at the meeting for consideration and endorsement of the LEP Board.

Mid-Year Review

- 2.7 The mid-year review of the Growth Deal took place with the CLOG Yorkshire, Humberside and the North East (Deputy Director, Area Lead and Deputy Area Lead) on 3 October 2019. Attendance from the Combined Authority was the LEP Chair, the Managing Director, Director of Corporate Services, Director of Policy, Strategy and Communications and the Head of Portfolio Management Office.
- 2.8 The conclusion of the meeting was that the programme is performing well. Whilst risks exist with individual projects, over-programming will help to ensure that full expenditure is achieved. It was reported that there is the possibility that the economic development element of the programme could overspend by March 2021 and the Transport Fund could underspend. CLOG confirmed that the LEP's / Combined Authority's flexibilities in managing the programme mean that as long as the full spend of £516.35 million is achieved this can be used to balance spend between spend on the Transport Fund allocation

(currently £280.90 million) and spend on the economic development projects (currently £235.45 million).

- 2.9 The meeting reviewed the programme against the three themes on which Local Enterprise Partnerships are monitored: delivery, governance and strategy, although the meeting mainly focused on delivery. At the previous quarterly meeting CLoG had raised concerns regarding the levels of approved funding to projects and spend against income received and were provided with the following tables:

Table 2 Programme Forecast and Spend

	2018/19 Actual		2019/20 Forecast	
	Cumulative Amount (£m)	%	Cumulative Amount (£m)	%
Growth Deal Income Received	£342.50		£416.01	
Outturn	£305.16	89%	£410.59	99%
Expenditure	£290.15	85%	£395.58	95%
Remaining Funding (Income received less outturn)	£37.34		£5.42	

Table 3 Funding Approved to Projects

(£m)	Economic Development	Transport Fund	Total
Funding Available	£235.45	£280.90	£516.35
Current Approvals	£230.63	£267.04	£497.67

- 2.10 These tables demonstrate that the programme is almost fully committed and there is some expectation that it will be over-programmed by the end of 2019/20.

Note: The Combined Authority on 28 June 2018 agreed that the Local Growth Fund be over-programmed and it was agreed to borrow to a maximum of £90 million (above the currently agreed borrowing of £217 million as match within the £1 billion programme) to fund this possible overspend.

Independent Evaluation of Growth Deal Interventions

- 2.11 The final report on the independent review of the West Yorkshire plus Transport Fund, which has been undertaken as part of the national evaluation of the Growth Deal by SQW, has now been received in draft. A summary of

the final report will be brought to this committee once it has been finalised. However initial review of the draft report is very positive.

Performance

2.12 The mid-year review also considered output targets as follows:

Table 4

Output	Target (includes Growth Deals 1, 2 and 3)	Achieved to date Quarter 1 (30/06/2019)	Remaining Forecast 2019/20	Forecast 2020/21	Forecast 2021-25	Total
New jobs	19,595	6,902	467	3,822	4,874	16,065
Jobs safeguarded (flood resilience programme)	11,100	23,177	316	1,116	3,605	28,214
Houses	2,300	346	213	1,168	2,124	3,851
Public / private investment (match funding)	£1,031,000,000	£526,795,327	£210,559,091	£120,028,554	£110,233,627	£967,616,599

2.13 All programme outputs are on track to be achieved.

2.14 The discrepancy between Target and Total is that forecasts are not included until the full business case (at decision point 4) is approved. Therefore, further outputs are expected once all schemes reach decision point 4 approval.

2.15 The Transport Fund projects will also deliver housing and therefore the risk of not delivering housing outputs is small. Activity is currently ongoing to collate forecast numbers but so far the following have been identified:

- 236 houses completed to date
- 3,494 forecast by projects in Wakefield
- 8,250 forecast through the Corridor Improvement Programme

3 Financial Implications

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

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 It is recommended that the LEP Board

- (i) Notes the progress made in implementing the LEP's capital programme.

- (ii) Considers and endorses the CLoG data capture return for sign off by the LEP Chair.

8 Background Documents

8.1 None.

9 Appendices

9.1 Appendix 1 – Growth Deal Dashboard Quarter 2 2019 / 20

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2019/20 Q2 Growth Deal Financial Dashboard (to 30/09/2019)
All figures in £ million

Target

105.4

17.4

Actual 2019/20

SEP Priority	Project Name	Original Allocation	Indicative Funding	Full Funding Approval	Overall RAG	Cumulative Actual Spend Prior to 2019/20	Agreed Annual Forecast 2019/20	Actual Spend 2019/20	Forecast Spend 2019/20	Actual & Forecast Total Spend 2019/20	In Year RAG	2020/21 Forecast	Total to 2020/21
0	Growth Deal Programme Delivery Costs					5.443	2.000		2.000	2.000	Green	2.000	9.443
	N/A Total					5.443	2.000		2.000	2.000		2.000	9.443
Priority 1 - Growing	Access to Capital Grants Programme	15.700	15.700	15.700	Green	10.786	2.341	1.117	1.224	2.341	Green	2.572	15.700
	Business Expansion Fund - Digital Inward Investment Fund	1.000	2.500	2.500	Green/Amber	.055	.458	.116	.450	.565	Green/Amber	1.880	2.500
	Business Expansion Fund - Strategic Inward Investment Fund	12.450	10.950	10.950	Amber/Red	1.559	.800	.171	.644	.815	Amber/Red	2.576	4.950
	Business Growth Programme	27.000	34.000	34.000	Green	21.020	4.911	1.464	3.447	4.911	Green/Amber	8.069	34.000
	Huddersfield Incubation and Innovation Programme	2.922	2.922	2.922	Green	2.922					Green		2.922
	Institute for High Speed Rail and System Integration		13.047		Green		4.300		4.300	4.300	Green	8.747	13.047
	Leeds University Innovation Centre	3.000	3.000	3.000	Green/Amber	3.000					Green		3.000
	Priority 1 - Over-programming												-14.047
	Priority 1 - Growing Business Total	62.072	82.119	69.072		39.342	12.810	2.868	10.065	12.933		23.844	62.072
Priority 2 - Skilled People and Better Jobs	Bradford College	.250	.250	.250	Green	.250							.250
	Calderdale College	4.977	4.977	4.977	Green	4.977							4.977
	Kirklees College - Dewsbury Learning Quarter	11.120	11.121	11.121	Amber	9.797	.658		.657	.657	Amber	.667	11.121
	Kirklees College - Process Manufacturing Centre	3.100	3.101	3.101	Green	3.101							3.101
	Leeds City College - Printworks	9.000	8.998	8.998	Green	8.998							8.998
	Leeds City College - Quarry Hill	33.400	39.900	39.900	Amber	39.843	.057		.057	.057	Amber		39.900
	Leeds College of Building	11.900	13.350	13.350	Green	13.351					Green		13.350
	Selby College	.690	.694	.694	Green	.694							.694
	Shipley College - Mill	.120	.119	.119		.119							.119
	Shipley College - Salt Building	.300	.300	.300	Green	.300							.300
	Wakefield College	3.300	3.327	3.327	Green	3.327							3.327
	Priority 2 - Loans												-7.980
	Priority 2 - Skilled People and Better Jobs Total	78.157	86.137	86.987		84.757	.715	-0.001	.714	.714		.667	78.157
Priority 3 - Clean Energy and Economic Resilience	Energy Accelerator	1.200	.820	.820		.218	.196		.191	.191		.411	.820
	Leeds District Heat Network	4.000	4.000	4.000	Green	4.000					Green		4.000
	Resource Efficiency Fund #1	.600	.720	.720	Green	.612	.104	.065	.043	.108	Green		.720
	Resource Efficiency Fund #2 Re Biz	.560	.560									.560	.560
	Tackling Fuel Poverty		6.000	5.669	Green	5.668	.002	.002		.002	Green		5.670
	Priority 3 - Balance	6.440											1.030
	Priority 3 - Over-programming												
	Priority 3 - Clean Energy and Economic Resilience Total	12.800	12.100	11.209		10.498	.302	.067	.234	.301		.971	12.800
Priority 4a - Housing and Regeneration	Barnsley Town Centre	1.760	1.757	1.757	Green	1.757					Green		1.757
	Bradford - One City Park	5.200	5.200	5.200	Amber	.400					Green	4.800	5.200
	Bradford Odeon	.330	.358	.358	Green/Amber	.280	.077	.077		.077	Green		.358
	City Centre Heritage Properties - Bradford		7.400		Amber		.300		.300	.300	Green	7.100	7.400
	Dewsbury Riverside		4.612		Green/Amber		1.700				Red	4.612	4.612
	East Leeds Housing Growth - Brownfield Sites	1.100	1.100	1.100	Green	1.100					Green/Amber		1.100
	East Leeds Housing Growth - Red Hall	4.000	4.000	4.000	Green/Amber	4.000					Green/Amber		4.000
	Halifax - Beech Hill	1.000	2.197	1.400	Green/Amber	1.181	.219	.219		.219	Green/Amber		1.400
	Halifax Living Programme (Phase 1)	.764	.830		Green						Green		
	Halifax Town Centre (Northgate House)	1.300	3.000	3.000	Green	1.358	1.642		1.642	1.642	Green		3.000
	Kirklees Housing Sites	1.000	1.000	1.000	Green/Amber	.604	.096		.096	.096	Green		.700
	Leeds - Bath Road	.580	.575		Amber	.575					Green		.575
	New Bolton Woods	3.600	3.600	3.600	Green	3.600					Green		3.600
	Wakefield City Centre - South East Gateway	6.505	6.505		Amber						Green	6.505	6.505
	Wakefield Civic Quarter	1.100	1.100	1.100	Green	1.056	.044		.044	.044	Green		1.100
	York Central	1.700	2.550	2.550	Amber	2.550					Amber		2.550
	York Guildhall	2.350	2.348	2.348	Green	1.801	.547		.248	.248	Green		2.049
	Priority 4a - Balance	9.411										.873	.873
	Priority 4a - Over-programming												-5.079
	Priority 4a - Housing and Regeneration Total	41.700	48.131	27.987		20.262	4.625	.296	2.331	2.627		23.890	41.700
Priority 4b - West Yorkshire + Transport Fund	A6110 Leeds Outer Ring Road	17.800	12.000	.286	NA	.030	.116	.037	.228	.265	Green	.500	.795
	A62 - A644 (Wakefield Road) Link Road	69.270	69.270	.965	Amber/Red	.733	.476	.135	.341	.476	Amber/Red	.761	1.970
	A62 - A644 (Wakefield Road) Link Road (Combined Authority)					.044							
	A629 (Phase 1A) - Jubilee Road to Free School Lane	8.160	8.640	8.640	Green/Amber	8.640					Green/Amber		8.640
	A629 (Phase 1A) - Jubilee Road to Free School Lane (Combined Authority)					.000							.000
	A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	18.900	18.900	5.670	Amber	2.111	2.000	.146	1.268	1.413	Amber	4.965	8.490
	A629 (Phase 2) - Eastern Gateway and Station Access Improvements	40.930	40.930	3.247	Amber	2.615	.338	.146	.358	.505	Green	17.142	20.262
	A629 (Phase 2) - Eastern Gateway and Station Access Improvements (Combined Authority)					.126							.126
	A629 (Phase 2) - Halifax Bus Station		.566	.566	Amber			.084	.482	.566	Green		.566
	A629 (Phase 4) - Ainley Top	30.000	25.928	7.085	Green/Amber	.556	.500	.078	.153	.231	Amber	.650	1.437
	A629 (Phase 4) - Ainley Top (Combined Authority)												
	A629 (Phase 5) - Ainley Top into Huddersfield	12.088	12.088	4.418	Green	1.168	2.282	.235	1.836	2.071	Green	2.887	6.127
	A629 (Phase 5) - Ainley Top into Huddersfield (Combined Authority)												
	A641 Bradford - Huddersfield Corridor	75.550	52.400	.794	Amber	.270	.644	.069	.351	.419	Green	.565	1.255
	A65 - Leeds Bradford International Airport Link Road	35.690	35.700	1.785		1.391	.460	.122	.250	.372		.988	2.751
	A650 Hard Ings Road (Phase 1) - Hard Ings Road Only	10.250	9.334	9.334	Green	3.610	2.891	1.320	2.342	3.662	Green	.658	7.930
	A650 Hard Ings Road (Phase 1) - Hard Ings Road Only (Combined Authority)												
	A650 Tong Street	7.070	12.500	.185	Amber	.249	.030	.021	.017	.038	Amber		.286
	A650 Tong Street (Combined Authority)					.064	.059		.064	.064			.064
	Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride	28.830	9.597	9.597	Green/Amber	8.635	.025		.017	.017	Green	.945	9.597
	Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride (Combined Authority)					.340							.340
	Bradford Forster Square Station Gateway	17.030	17.311	3.671		.360	.216	.033	.146	.179		.437	.776
	Bradford Forster Square Station Gateway (Combined Authority)					.057							.057
	Bradford Interchange Station Gateway (Phase 1)	10.880	5.650	.293		.197	.082	.009	.062	.071		.170	.339
	Bradford Interchange Station Gateway (Phase 1) (Combined Authority)					.014							.014
	Bradford to Shipley Corridor	47.900	47.900	1.597		1.261	.448	.336	.403	.739		.376	2.76
	Calder Valley Line - Elland Station		2.638	.700		.110	.350	.035	.315	.350		.278	.788
	Calder Valley Line - Elland Station (Combined Authority)		17.362	1.435	Green/Amber	.348	.533	.017	.078	.095	Green/Amber	2.288	2.731
	Castleford Growth Corridor Scheme	37.520	6.858		Amber/Red	.171	1.111	.029	1.074	1.103	Amber/Red	2.198	3.472
	Castleford Station Gateway	4.500	2.836			.257	2.075	.092	1.939	2.032		.548	2.836
	CityConnect Phase 3 Canals												

2019/20 Q2 Growth Deal Financial Dashboard (to 30/09/2019)
All figures in £ million

Target

105.4

17.4

Actual 2019/20

SEP Priority	Project Name	Original Allocation	Indicative Funding	Full Funding Approval	Overall RAG	Cumulative Actual Spend Prior to 2019/20	Agreed Annual Forecast 2019/20	Actual Spend 2019/20	Forecast Spend 2019/20	Actual & Forecast Total Spend 2019/20	In Year RAG	2020/21 Forecast	Total to 2020/21
	CityConnect Phase 3 Castleford to Wakefield Greenway Phase 4												
	CityConnect Phase 3 Cooper Bridge		1.862	.365				.015		.015		.350	.365
	CityConnect Phase 3 Huddersfield Town Centre												
	CityConnect Phase 3 Leeds		6.504	.100				.055	.045	.100			.100
	CityConnect Phase 3 West Yorkshire Combined Authority		12.053	.695		.000	.774	.013	.053	.066		.020	.086
	Clifton Moor Park and Ride	9.760											
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12)	2.500	2.500	.180	Green/Amber	.235					Green		.235
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12) (Combined Authority)					-.121							-.121
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road (15)	3.150	4.205	.809	Green	.273	.180	.172	.239	.411	Green	1.749	2.433
	Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road (15) (Combined Authority)					-.020							-.020
	Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10)	8.500	9.662	.947		.293	.102	.138	.284	.422		3.320	4.036
	Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10) (Combined Authority)					.003							.003
	Corridor Improvement Programme - Bradford - A650 Shipley Airedale - A647 Leeds Road	10.300		.277									
	Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	6.020	6.024	.942	Green/Amber	.207	.450	.196	.254	.450	Green/Amber	2.284	2.941
	Corridor Improvement Programme - Calderdale - A58 - A672 Corridor (Combined Authority)					.008		.000		.000			.007
	Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor	5.090	5.092	.790	Green/Amber	.146	.414	.112	.302	.414	Green/Amber	1.731	2.291
	Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor (Combined Authority)					.008		.000		.000			.007
	Corridor Improvement Programme - Kirklees - A62 Smart Corridor	7.500	7.906	.855		.406	.462	.229	.233	.462		7.038	7.906
	Corridor Improvement Programme - Kirklees - A62 Smart Corridor (Combined Authority)					.045							.045
	Corridor Improvement Programme - Kirklees - Holmfirth Town Centre	4.900	4.900	.250	Amber	.147	.308	.038	.240	.278	Amber	.910	1.334
	Corridor Improvement Programme - Kirklees - Holmfirth Town Centre (Combined Authority)												
	Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors	8.200	8.199	2.234	Green/Amber	.275	.859	.095	.764	.859	Green	3.340	4.474
	Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors (Combined Authority)												
	Corridor Improvement Programme - Leeds - Dawsons Corner	15.000	15.000	2.607	Green/Amber	.523	2.772	.060	1.614	1.674	Green/Amber	6.349	8.546
	Corridor Improvement Programme - Leeds - Dyneley Arms	8.000	2.747	.775		.269	1.737	.057	.139	.196		2.281	2.747
	Corridor Improvement Programme - Leeds - Dyneley Arms (Combined Authority)					.026							.026
	Corridor Improvement Programme - Leeds - Fink Hill	.950	4.150	.519	Amber	.123	.729	.038	.228	.266	Amber/Red	2.650	3.039
	Corridor Improvement Programme - Wakefield - A650 Newton Bar	4.230	6.708	.205	Green/Amber	.142	2.299	.063	.124	.187	Green/Amber	6.311	6.640
	Corridor Improvement Programme - Wakefield - A650 Newton Bar (Combined Authority)												
	Corridor Improvement Programme - Wakefield - Owl Lane	2.560	2.561	.075		.054	.001	.001		.001		2.507	2.561
	Corridor Improvement Programme - Wakefield - Owl Lane (Combined Authority)												
	Corridor Improvement Programme (Phase 1)		.408	.408	NA	.008	.100		.100	.100	Green	.158	.266
	Corridor Improvement Programme (Phase 2)												
	Corridor Improvement Programme (Phase 3)												
	Glasshoughton Southern Link Road	7.090	5.968	5.968	Green	.807	4.885	1.553	2.692	4.245	Green	.915	5.968
	Glasshoughton Southern Link Road (Combined Authority)					4.493			-4.493	-4.493			
	Halifax Station Gateway	10.600	10.600	1.355		.564	.500	.292	.300	.593		.750	1.906
	Halifax Station Gateway (Combined Authority)					.002							.002
	Harrogate Road - New Line	4.920	6.765	2.875	Green	2.796	2.439	.079	2.052	2.132	Amber	1.819	6.746
	Harrogate Road - New Line (Combined Authority)					.004							.004
	Huddersfield Station Gateway (Phase 1)		5.000	.115	Green	.010	.170	.055	.115	.170	Green/Amber	4.820	5.000
	Huddersfield Station Gateway (Phase 1) (Combined Authority)					.001							.001
	Huddersfield Station Gateway (Phase 2)		5.000	.022	NA	.022	.006	.002	.006	.008		.008	.038
	Huddersfield Station Gateway (Phase 2) (Combined Authority)					.030							.030
	Leeds City Centre Network and Interchange Package	36.500	66.800	3.774	Amber	1.678	3.524	.308	3.347	3.655	Green/Amber	22.130	27.463
	Leeds ELOR and North Leeds Outer Ring Road	73.260	90.330	90.330	Amber	22.830	25.000	4.335	11.173	15.507	Amber	48.983	87.320
	Leeds ELOR and North Leeds Outer Ring Road (Combined Authority)					3.764	-3.763					-3.762	.002
	Leeds Inland Port		3.170				1.077						
	Leeds Station Gateway - Leeds Integrated Station Masterplan	.400	.400	.400	Green	.312	.024		.030	.030	Green	.058	.400
	Leeds Station Gateway - New Station Street	1.590	2.120	2.120	Green/Amber	.722	1.395	.895	.503	1.398	Green		2.120
	M62 Junction 24A	18.510	18.510	.070		.044		.008	.007	.016			.060
	Mirfield to Dewsbury to Leeds (M2D2L)	12.510	12.500	.535	Green/Amber	.210	.425	.021	.309	.330	Green/Amber	5.620	6.160
	Mirfield to Dewsbury to Leeds (M2D2L) (Combined Authority)					.010							.010
	Parking Extensions at Rail Stations (PEARS)			.138		.138							.138
	Rail Parking Package - Apperley Bridge	1.200	1.200	.113			.423		.113	.113		.600	.713
	Rail Parking Package - Ben Rhydding	2.101	2.101	.150					.020	.020		1.581	1.601
	Rail Parking Package - Fitzwilliam	.700	.701	.701	Green	.492							.492
	Rail Parking Package - Fitzwilliam (Combined Authority)												
	Rail Parking Package - Garforth	.830	1.129	1.129	Green/Amber	.044	.780	.005	1.080	1.085	Green/Amber		1.129
	Rail Parking Package - Guiseley	7.000	7.000	.143	Amber/Red		.113		.113	.113	Amber	.030	.143
	Rail Parking Package - Hebden Bridge	.650	.884	.884	Amber/Red	.018	.522		.200	.200	Amber	.666	.884
	Rail Parking Package - Mirfield A	.310	.309	.309	Green	.170		.050		.050	Green		.220
	Rail Parking Package - Moorhorpe	1.100	1.100	.111	Green/Amber	.018	.250	.026	.200	.226	Green	.832	1.076
	Rail Parking Package - Mytholmroyd	3.640	3.952	3.952			1.508	.069	1.508	1.577		2.375	3.952
	Rail Parking Package - Normanton	1.440	1.440		Amber				.262	.262	Red	1.178	1.440
	Rail Parking Package - Outwood	1.100	1.540	.210	NA	.051	.392	.019	.140	.159		1.330	1.540
	Rail Parking Package - Outwood (Combined Authority)					-.042		.042		.042			
	Rail Parking Package - Shipley	2.550	2.550		Amber						Amber/Red	2.550	2.550
	Rail Parking Package - South Elmsall	.610	.670	.670	Green	.605							.605
	Rail Parking Package - Steeton and Silsden	2.530	3.879	3.879	Green/Amber		.230		.500	.500	Amber	3.379	3.879
	Rail Parking Package (Phase 1)			1.701	Green	1.209	.569	.005	.297	.302	Green	.270	1.781
	Rail Parking Package (Phase 2)		28.638	2.016	Amber/Red	.033	2.010		.308	.308	Amber/Red	1.120	1.461
	South East Bradford Access Road	46.310	46.310	1.304	Green/Amber	.144	.121	.004	.027	.031	Amber	.298	.472
	South East Bradford Access Road (Combined Authority)					-.084							-.084
	Thorpe Park Station	10.060	10.060	.500		.287							.287
	Transformational - A6120 Leeds Northern Outer Ring Road Improvements		.393	.393	NA			.086	.150	.236	Amber	.157	.393
	Transformational - Bradford Interchange Station Gateway (Phase 2)		.512	.512	Green	.024	.159	.009	.055	.064	Green/Amber		.088
	Transformational - Bradford Interchange Station Gateway (Phase 2) (Combined Authority)					.008		-.003		-.003			.005
	Transformational - Kirklees Transport Model	.167	.167	.167									
	Transformational - LCR Inclusive Growth Corridor Plans		7.000	2.395	Amber	.580		.034	.817	.852	Green/Amber	.636	2.067
	Transformational - NE Calderdale Transformational Programme Study		.400	.400		.174	.195	.031	.196	.226			.400
	Transformational - North Kirklees Orbital Route Feasibility Study		.248	.248	Green/Amber	.131	.046	.050	.067	.117	Green/Amber		.248
	Transformational - North Kirklees Orbital Route Feasibility Study (Combined Authority)		.250	.248		.010							.010
	Transformational - South Featherstone Link Road Feasibility Study	.284	.284	.284		.131	.046	.023	.100	.122		.031	.284
	Transformational - South Featherstone Link Road Feasibility Study (Combined Authority)					.023							.023
	Transformational - York Northern Outer Ring Road Dualing Feasibility Study	.300	.295	.295	Green	.271		.024		.024	Green		.295

36

2019/20 Q2 Growth Deal Financial Dashboard (to 30/09/2019)
All figures in £ million

Target

105.4

17.4

Actual 2019/20

SEP Priority	Project Name	Original Allocation	Indicative Funding	Full Funding Approval	Overall RAG	Cumulative Actual Spend Prior to 2019/20	Agreed Annual Forecast 2019/20	Actual Spend 2019/20	Forecast Spend 2019/20	Actual & Forecast Total Spend 2019/20	In Year RAG	2020/21 Forecast	Total to 2020/21	
	Wakefield City Centre Package (Phase 1) - Kirkgate	5.400	5.556	5.556	Green	5.526		.030	.000	.030	Green		5.556	
	Wakefield City Centre Package (Phase 1) - Kirkgate (Combined Authority)													
	Wakefield City Centre Package (Phase 2) - Ings Road	3.360	3.452	.270	Green/Amber	.065	.287	.019	.360	.380	Green/Amber	1.502	1.946	
	Wakefield City Centre Package (Phase 2) - Ings Road (Combined Authority)					.003							.003	
	Wakefield Eastern Relief Road	29.400	37.593	37.593	Green/Amber	35.907		.034	.039	.073	Green	1.500	37.480	
	Wakefield Eastern Relief Road (Combined Authority)													
	West Yorkshire Integrated UTMC	7.260	.450	.450	Amber	.277	.173	.057	.046	.103	Green	.070	.450	
	West Yorkshire Integrated UTMC (Combined Authority)													
	West Yorkshire Integrated UTMC (Phase A) - Bradford		.632	.632	NA			.195	.195	.195		.457	.652	
	West Yorkshire Integrated UTMC (Phase A) - Calderdale		.351	.351				.095	.095	.095		.268	.362	
	West Yorkshire Integrated UTMC (Phase A) - Kirklees		.587	.587		.023		.176	.176	.176		.289	.488	
	West Yorkshire Integrated UTMC (Phase A) - Leeds		1.514	1.514								1.560	1.560	
	West Yorkshire Integrated UTMC (Phase A) - Wakefield		.760	.760				.112	.112	.112		.671	.783	
	West Yorkshire Integrated UTMC (Phase B)		2.216	1.225	NA									
	West Yorkshire Plus Transport Fund Delivery					2.943							2.943	
	York Central Access Road and Station Access Improvements	27.000	37.320	3.280	Green/Amber	1.995	2.910	.196	2.607	2.803	Green/Amber	24.489	29.287	
	York Northern Outer Ring Road	37.600	2.450	2.450	Green	2.005	.445	.445		.445	Green		2.450	
	York Northern Outer Ring Road - Phase 1 (Wetherby Road)		3.866	3.866		3.528	.071	.324	.013	.337			3.866	
	York Northern Outer Ring Road - Phase 2 (Monks Cross)		3.585	3.585	NA	.044	1.843	.061		.061		2.610	2.715	
	York Northern Outer Ring Road - Phase 2 (Monks Cross) (Combined Authority)					2.356		2.295	2.295	2.295		-2.295	2.356	
	York Northern Outer Ring Road - Phase 3		28.646				2.534	.500	.500	.500		12.300	12.800	
	Priority 4b - Balance of Funding												-138.996	
	Priority 4b - Over-programming													
	Priority 4b - West Yorkshire + Transport Fund Total	927.309	988.041	270.510		133.684	77.130	13.364	44.977	58.340		219.149	272.178	
37 Priority 4c - Economic Resilience Programme	Flood Alleviation - Brighouse and Clifton	1.800	1.800		Amber						Amber			
	Flood Alleviation - Hebden Bridge	1.800	1.800		Amber						Amber			
	Flood Alleviation - Kirklees	.300	.300		Amber						Amber			
	Flood Alleviation - Leeds (FAS1)	3.787	3.787	3.787	Green	3.787					Green		3.787	
	Flood Alleviation - Leeds (FAS2)	3.900	3.900	3.900	Green		2.302		3.900	3.900	Green		3.900	
	Flood Alleviation - Mytholmroyd	2.500	2.500	2.500	Green/Amber	2.500					Green		2.500	
	Flood Alleviation - Skipton	1.500	1.500	1.500	Green	1.500					Green		1.500	
	Flood Alleviation - Wyke Beck	2.558	2.558	2.558	Green	1.718	.840	.366	.474	.840	Green		2.558	
	Leeds City Region Flood Resilience Programme													
	Natural Flood Management - Colne and Calder	1.299	1.299	1.299	Green	.148	.657	.092	.564	.657	Green	.495	1.299	
	Natural Flood Management - Upper Aire	.388	.388	.388	Green/Amber		.201	.078	.123	.201	Green	.187	.388	
	Priority 4c - Balance of Funding	.168												4.068
	Priority 4c - Economic Resilience Programme Total	20.000	19.832	15.932		9.652	4.000	.537	5.062	5.598		.682	20.000	
	Priority 4d - Enterprise Zone Development	EZ - Bradford - Gain Lane		9.877	9.877	Green/Amber				3.240	3.240	Green	6.637	9.877
EZ - Bradford - Parry Lane			4.250									1.250	1.250	
EZ - Bradford - Staithegate Lane			.085	.085			.085	.065	.020	.085			.085	
EZ - Calderdale - Clifton Business Park			3.356	3.356	Amber	.136	.200	.095	.164	.259	Amber	2.569	2.964	
EZ - Kirklees - Lindley Moor East														
EZ - Kirklees - Lindley Moor West					Green/Amber						Green			
EZ - Kirklees - Moor Park														
EZ - Leeds - Aire Valley		10.000	4.589	4.589	Green/Amber	4.370	.219		.219	.219	Green/Amber		4.589	
EZ - Programme		10.000	1.533	1.533	Amber/Red	.247	3.349	.069	.132	.201	Amber	1.084	1.533	
EZ - Wakefield - Langthwaite Business Park Extension			2.826										2.826	2.826
EZ - Wakefield - South Kirkby Business Park														-3.123
Priority 4d - Over-programming														
Priority 4d - Enterprise Zone Development Total	20.000	26.516	19.440		4.753	3.853	.229	3.774	4.004		14.367	20.000		
Grand Total		1162.038	1262.876	501.138		308.392	105.434	17.359	69.157	86.516		285.570	516.350	

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

Date: 21 November 2019

Subject: **Strengthened Local Enterprise Partnerships**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Katie McLean

1. Purpose of this report

1.1 To update the Board on the LEP's response to the *Strengthening LEPs* review and recommendations.

2. Information

2.1 Discussions are ongoing regarding the best way to meet the requirements of the Government's '*Strengthened Local Enterprise Partnerships*' review. An update will be provided at the meeting.

3. Financial Implications

3.1 None as a result of this report.

4. Legal Implications

4.1 None as a result of this report.

5. Staffing Implications

5.1 There are no direct staffing implications as a result of this report.

6. External Consultees

6.1 None as a result of this report.

7. Recommendations

7.1 That the update be noted.

8. Background Documents

None.

9. Appendices

None.

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

Date: 21 November 2019

Subject: **Local Industrial Strategy**

Director: Alan Reiss, Director of Policy, Strategy and Communications

Author(s): Emma Longbottom

1. Purpose of this report

- 1.1 To update the LEP Board on progress to develop a Local Industrial Strategy (LIS).
- 1.2 To request delegation of final sign off and submission of the draft LIS to the LEP chair, in consultation with the Combined Authority Chair and the Managing Director.

2. Information

- 2.1 As previously reported, a LIS is being developed for the LEP area which will focus on bold steps aimed at boosting productivity and driving inclusive and clean growth for a post-2030 economy. This will be submitted in December 2019, to be signed off by Government in spring 2020.
- 2.2 The Local Industrial Strategy will build on the success of the Strategic Economic Plan and set the direction for the next stage of the economic transformation.
- 2.3 To reflect the changing economy and future challenges, the LIS will sit at the heart of a Strategic Economic Framework (SEF), an agile, long-term strategic framework, incorporating both the new Local Industrial Strategy (LIS) as well as a full range of policies and strategies, reflecting the scale of our ambitions and priorities for the City Region.
- 2.4 Priorities for the LIS have been identified against the five foundations of productivity – People, Place, Infrastructure, Ideas and Business Environment. At the LEP Board away day in September members reviewed the draft LIS priorities. Attendees were supportive of the LIS' overarching Big Idea (*“Healthy lives that improve wellbeing and productivity...”*), but felt that it needed to connect more effectively to the priorities within the five foundations. Some

attendees also commented that more focus could be given to mental health and general wellbeing and their relationship to productivity and quality of life.

- 2.5 There was strong support for focusing on the Ageing Society and AI and Data Grand Challenges. 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 play a leading role on these challenges rather than simply contributing to them. Many members however, wished to see the LIS respond to all four Challenges, arguing that they are interrelated and that the region is well-placed to connect all four given the diversity of the local economy. The LIS will therefore give greater emphasis to the Ageing Society and Data and AI challenges, but will still reference the region's contribution to meeting the other two challenges.
- 2.6 Following the away day, the priorities and proposals have now been further developed and tested over the autumn.
- 2.7 Throughout the LIS development process conversations have been ongoing with colleagues from health, particularly the West Yorkshire and Harrogate Health Partnership to ensure the health narrative and priorities within the LIS are aligned to the local health 5 year strategy and that both strategies embed inclusive growth principles. On 21 October a Health and Growth workshop took place, where the alignment opportunities were discussed. There was agreement that joint work could be done on: Healthy Workplaces – including skills, employment retention support, mental health at work and flexible working; Climate – including carbon reduction, local supply chains; and Ageing Society – including housing, tech solutions and the future care workforce.

Process

- 2.8 Government guidance is clear on the need for LISs to be underpinned by robust evidence which draws out relative strengths and weaknesses, with an emphasis on productivity. The draft economic analysis was completed in the summer and is now being further developed and finalised to support the policy priorities and narrative.
- 2.9 As previously reported, work was commissioned where a gap in the existing knowledge base and a more intensive examination of the issues was required to determine areas of distinctiveness across the LEP area. The completed commissions have been published alongside blogs from members of the LIS expert panel on the LEP website. A link is provided below to the innovation blog and commission.
<https://www.the-lep.com/about-us/local-industrial-strategy/driving-innovation-in-leeds-city-region/>
- 2.10 To ensure we reflect as broad a range of views and opinions as possible, and to help us develop and refine priorities, we have engaged with stakeholders and partners across the region, as well as raising awareness of the Local Industrial Strategy via social media, the press and inviting feedback online

- 2.11 Over 1000 people have attended and taken part in over 70 consultation and engagement activities to date. These meetings provided forums to discuss the implications for the LIS and the priorities that are important to include. Consultees have included: LEP Board Panels; businesses; business representative groups such as the Chambers of Commerce and Federation of Small Businesses; universities; local authorities; District level economic and business partnerships; sector groups; and community and citizen groups
- 2.12 In addition, two calls for evidence have been completed through the LEP website. A broad range of stakeholders responded to these and provided information to support and further inform the development. The responses to the initial call for evidence provided information regarding inclusive growth, construction skills, innovation and utilization of work-place skills. The second, which was more focused around the foundations of productivity provided useful insight which has supported the development of the draft priorities.
- 2.13 In order to understand the priorities and needs of individuals within the region two online YourVoice consultation exercises have been undertaken. The second of which closed on 18 November 2019. Alongside which online engagement campaigns were undertaken, supported by videos and social media activity, directing users to complete the online surveys. At time of writing, the videos had been viewed over 1,200 times and messages seen by over 4,000 people.
- 2.14 Engagement with young people has also commenced to understand their ambitions for the region. To date 80 young people have taken part in four focus groups, providing valuable insight into the priorities of the next generation and affirming the key themes resulting from broader consultation.
- 2.15 To provide external rigour to the LIS development process an independent panel was established to provide expert challenge and advice, and critical review of the evidence base and subsequent policy priorities. The panel met for the final time in October to discuss the outcomes of the clean growth audit and consider the priorities for the LIS.

Key Milestones

- 2.16 Key milestones for the development of the LIS throughout 2019 are:
- ✓ Initial call for evidence completed May
 - ✓ Initial economic evidence report complete June
 - ✓ Initial stakeholder engagement completed August
 - ✓ Second call for evidence completed July
 - ✓ Headline economic evidence report published August
 - ✓ Draft policy proposals completed August
 - ✓ Consultation and engagement on draft proposals October/November
 - LIS drafted and tested October/November
 - Final economic evidence report published December
 - LIS finalised and submitted to Government December
 - LIS published Spring 2020 (subject to agreement with Government)

3. Financial Implications

- 3.1 In addition to core staff resource to support research and intelligence and policy development activity, a budget of approximately £200,000 is available from Combined Authority / LEP internal budgets across the financial years 2018-19 and 2019-20 (subject to business planning and budget setting) to support development of the evidence base for the Local Industrial Strategy. In addition, funding identified in the 'Strengthened Local Enterprise Partnerships' has been allocated and approved by Government.

4. Legal Implications

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

5. Staffing Implications

- 5.1 The LIS development forms a central component of the Combined Authority and LEP's programme of work to broaden its policy range. This will require capacity and expertise from the Combined Authority, local authorities and other partners. This can largely be provided within existing resources.

6. External Consultees

- 6.1 A programme of external engagement is being undertaken to inform the development of the Local Industrial Strategy.

7. Recommendations

- 7.1 That the LEP Board notes the progress made.
- 7.2 That the LEP Board delegates submission and sign off of the draft LIS to the LEP Chair, in consultation with the Combined Authority Chair and the Managing Director.

8. Background Documents

- 8.1 None

9. Appendices

- 9.1 None

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

Date: 21 November 2019

Subject: **Leeds City Region Enterprise Zone Programme**

Director: Kate Thompson, Enterprise Zone SRO

Author(s): Jess McNeill, Development Manager Enterprise Zones

1. Purpose of this report

- 1.1 To consider further options to facilitate the delivery of the Leeds City Region Enterprise Zone (EZ) programme.

2. Information

- 2.1 The Leeds City Region EZ programme supports the Leeds City Region's Strategic Economic Plan (SEP) and the principle of 'good growth' by supporting delivery of innovation, good jobs/incomes and improving the quality of places. The EZs are identified as Spatial Priority Areas within the SEP, and include ten designated employment sites across West Yorkshire (Phase 1 in Leeds and nine sites in Phase 2 across Bradford, Calderdale, Kirklees and Wakefield). This report focuses on the phase 2 sites.
- 2.2 The accelerated development of the EZs formed a crucial part of the ambition contained within the SEP to deliver over 35,000 jobs and £3.7bn of additional GVA by 2036. It is anticipated that the programme could have a significant catalytic impact in terms of future development further driving jobs growth and additional GVA impacts. In addition the EZ programme has the ability to raise business rates through new commercial space which can be reinvested into other core economic activity within the City Region.
- 2.3 Currently the EZ programme has an indicative capital funding approval of £45.044m. The funding comprises £20m Local Growth Fund (LGF) and £24.939m from over-programming against LGF. Due to the time window set by central Government for delivery and spend of Growth Deal objectives, this funding is only available for draw down until 31 March 2021 and outputs to be realised by March 2025. In addition the occupier incentives that come with EZ designation are only applicable for new businesses entering the phase 2 EZ sites by 31 March 2020. For the Phase 2 sites the incentives include up to 100% Business Rate Discount of up to £275,000 over a five year period.

2.4 The programme is currently on track to spend all of its original £20million Growth Deal 3 funding allocation and a proportion of the £24m over-programming budget. Programme delivery has increased significantly over the last 13 months with Leeds EZ continuing to be successfully developed out by the private sector and four of the nine phase 2 EZ sites now entering delivery, including:

- Lindley Moor West (Kirklees);
- Moor Park (Kirklees);
- Gain Lane (Bradford); and
- South Kirkby Plot 3 (Wakefield).

Outline business cases have also been submitted for Parry Lane (Bradford) – which is currently being reviewed through the Assurance Framework - and Clifton (Calderdale) - which was approved by the Combined Authority in October 2019.

2.5 To date, sites within the programme have come forward via the traditional delivery route where a private sector owner/developer takes the lead with respect to development costs and responsibility of early phases of the project, and – where Growth Deal funding is required - prepares the Outline Business Case (OBC) and subsequent Full Business Case (FBC) where market failure deems public sector intervention justifiable.

2.6 The traditional development process for delivery captures the key steps:

- **Identify and acquire the site** – to gain control
- **De-risk** (and generate value) – refine development proposals and secure necessary approvals (i.e. planning permission)
- **Site preparation** - following planning, undertake works to prepare the site. Works could include remediation, site re-profiling, utilities and other infrastructure
- **Construct buildings** – either speculatively or where pre-lets have been secured
- **Hold or sell completed developments** – receive income from rents or sale proceeds

2.7 The extent of the LEP/Combined Authority's intervention (or our public sector partners) can include all or some of the steps in the development process as described above. A number of further delivery approaches that could be considered are listed below in Table 1.

Table 1

Approach	Description
Enabling Role	The LEP / Combined Authority (together with its public sector partners) work with the private sector to enable schemes. Informal – collaborative approach, focussed around support Formal – Legal agreements are entered into to ensure performance against a given set of conditions
Direct Development	The public sector could acquire a site and take forward all of the development process steps, e.g. site preparation and enabling works.
Direct Development (Incorporated)	Following acquisition of site(s), the LEP / Combined Authority could set up an incorporated development company and then act in a number of ways, i.e. buy and build or enter into a delivery partnership with a developer.
Joint Venture Contractual (with private sector)	For a single site, or a package, a contractual Joint Venture could be entered into with a private sector partner to bring forward development.
Joint Venture Corporate	Similar to the above with the critical difference being that a legal entity is created by the parties. A limited Liability Partnership is set up whereby all parties co-invest and share risks and rewards on a pari passu* basis. Governance and representation at Board level needs to be carefully considered.

*Pari passu – side by side – based on the amount/value of each party’s investment.

2.8 By considering a more direct role in the delivery of key sites - which will need to be justified on a case by case basis - this has the potential to have a significant impact in terms of the benefits realised from the EZ programme. The LEP Board are therefore requested to consider the potential to both acquire and directly develop land in order to advance the programme.

3. Financial Implications

3.1 Whilst the overall aim is to ensure that the EZs will be developed, this will be done on the basis that the given approach maximises value for money and benefits realised, identifying the minimum funding needed to take the proposition forward.

4. Legal Implications

4.1 The Combined Authority has the power to acquire land for the purposes of economic development and regeneration.

5. Staffing Implications

5.1. A small dedicated EZ team is currently in place within the Delivery directorate to oversee the programme. A review of staffing impacts in respect of acquisition, asset management and direct delivery options will need to be considered on a case-by-case basis.

6. External Consultees

- 6.1 The themes within the report have been discussed with the regional Directors of Development and their comments incorporated into the report.

7. Recommendations

- 7.1 The LEP Board are asked to consider and comment on the following potential delivery options for the EZ programme, noting that each EZ scheme will be appraised on its own merits through the Assurance Framework:

- a) Acquire land for development
- b) Directly develop land for development

8. Background Documents

- 8.1 None

9. Appendices

- 9.1 None

Report to: LEP Board

Date: 21 November 2019

Subject: **Future Approach to Business Finance**

Director: Marc Cole, Interim Director of Delivery

Author(s): Leanne Walsh, Programme Manager, Delivery

Purpose of this report

1.1 To update the LEP Board on the proposed future approach to business finance and investment management. In particular, to provide an opportunity for the LEP to discuss the draft investment strategy, governance proposals and next steps for implementation.

2. Information

2.1 The Leeds City Region Enterprise Partnership (the LEP) / Combined Authority are currently developing options for a future approach to business finance for the Leeds City Region. Building on the 2018 external review of the Growing Place Fund (GPF), Deloitte were commissioned earlier in 2019 to advise the LEP / Combined Authority on gaps in the regional investment market, potential business finance models and to advise on appropriate and robust procedures prior to launching a new fund.

2.2 The first phase of the Deloitte work recommended a number of key propositions to help the LEP / Combined Authority shape a new approach to business finance that could be scaled and adapted over time to meet the changing needs of the city region. This included a 'single front door' approach, and two initial investment products: an Invest to Grow loan and a 'Placemaker' loan.

2.3 This report focusses on the second phase of the Deloitte work which has concentrated on what is required to establish and implement this new business finance approach. In particular, the work has focussed on:

- Producing a draft investment strategy which will underpin investment decisions and developing further the initial products;
- Providing recommendations on the processes and procedures which will best protect any commercial activity that the organisation undertakes, and how assurance and due diligence will be provided;

- Proposing the roles and responsibilities for an appropriate governance structure and supporting staffing requirements, both at initial launch and for future scaling, which will ensure agile, yet robust and transparent decision making.

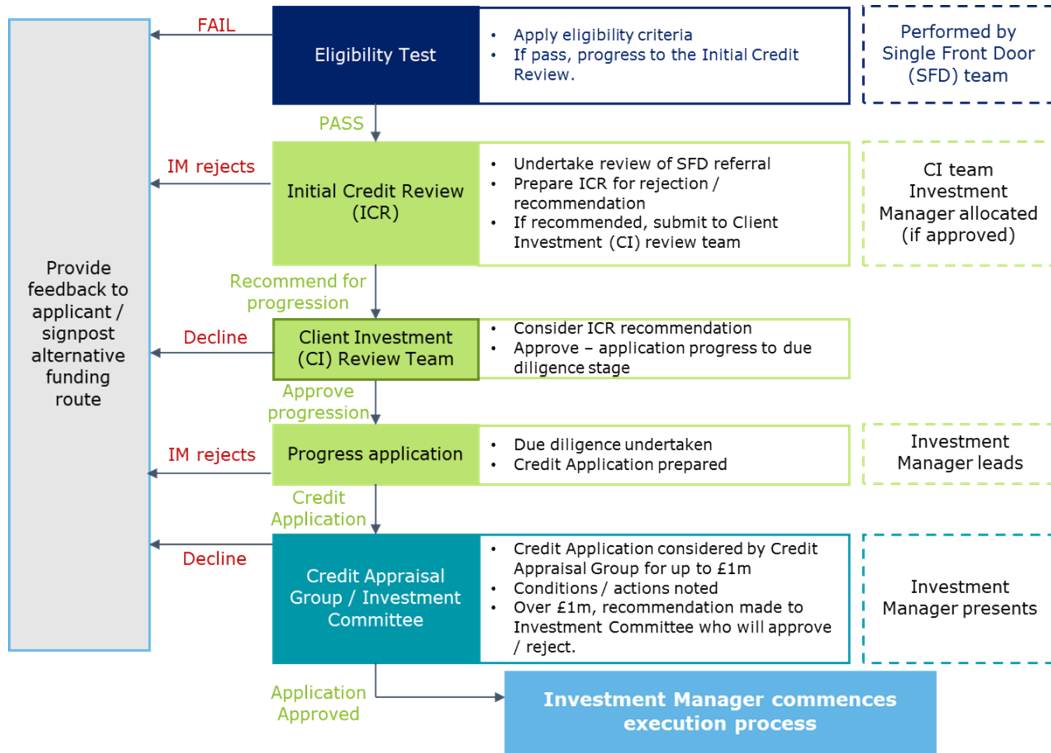
Draft Investment Strategy

- 2.4 The purpose of the Investment Strategy is to guide the implementation and operation of the City Region’s future approach to business finance. Deloitte advise that it would be appropriate to launch the loan fund with a small number of initial products and to grow over time to expand the fund with an increased product offer, i.e. the Invest to Grow and Placemaker products mentioned above and further details can be found in the draft Investment Strategy in Exempt Appendix 1.
- 2.5 The draft Investment Strategy in Exempt Appendix 1 is provided for discussion and comment in order to inform next steps. Once finalised, the Investment Strategy will be a public facing document which sets out the LEP / Combined Authority’s approach to investments, including but not limited to, minimum and maximum investment thresholds, sectors which will be supported, and investments which will not be considered for ethical reasons. It will provide a transparent methodology for investment decision-making.
- 2.6 The draft Investment Strategy:
- Identifies and defines suitable new products which could form part of the future approach to business finance;
 - Recommends appropriate agile decision making structures required to appraise commercial investment proposals;
 - Details requirements for undertaking robust due diligence for investment with a clear understanding of investment risk;
 - Recommends appropriate governance and monitoring arrangements and sets out parameters for ongoing management of a future funding portfolio; and
 - Builds in scalability for future growth in investment products, or for new products as they arise.

Governance and Decision making

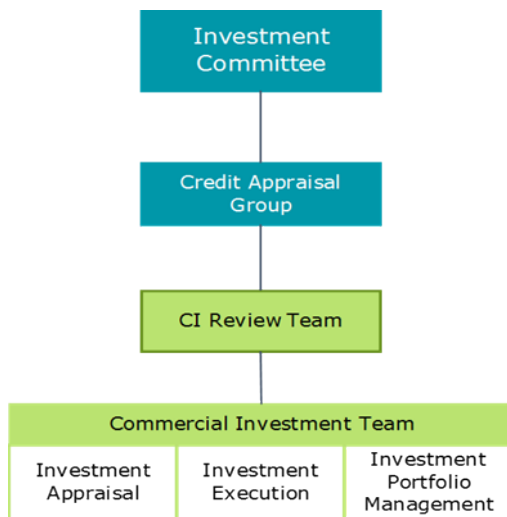
- 2.7 Section 4 of the draft Investment Strategy puts forward governance proposals for any new loan fund. Table 1 below highlights the new decision making process proposed by Deloitte which is in line with those across many other loan making institutions.

Table 1



2.8 Table 2 below outlines a potential governance model from Deloitte proposed in line with industry standards. The outline decision making process in table 1 above is currently dependent on this structure being established to enable the approval process to be efficient yet robust.

Table 2



2.9 The mechanisms for implementing any required changes to governance and assurance processes will be worked up in further detail once the principles outlined within the draft Investment Strategy have been discussed.

Next Steps

- 2.10 The draft Investment Strategy is being presented to the LEP, Business Innovation and Growth Panel, the West Yorkshire and York Investment Committee and the Business Investment Panel. Over the coming months, feedback from each Board / Panel will be used to build on the advice from Deloitte and to help shape the final Investment Strategy which will be specific to the Leeds City Region's requirements. It is the intention that a final version of the Investment Strategy is brought back to a future meeting of the LEP for approval in early 2020.

3. Financial implications

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

4. Legal implications

- 4.1 The information contained in **Appendix 1** is exempt under paragraph 3, Part 1 Section B of the Access to Information Annex to the LEP Board Procedure Rules, as it contains information relating to the financial or business affairs of any particular person (including the LEP, the Combined Authority or any other authority holding that information). It is considered that the public interest in maintaining the content of the appendix as exempt outweighs the public interest in disclosing the information as publication at this time could prejudice current and future decision making.

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 LEP Board are requested to consider the contents of the draft Investment Strategy in Exempt Appendix 1 and provide any comments.

8. Background documents

- 8.1 None.

9. Appendices

- 9.1 Exempt Appendix 1 – Draft Investment Strategy

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 10 OCTOBER 2019 AT COMMITTEE ROOM A -
WELLINGTON HOUSE, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Jane Scullion (Substitute)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Stewart Golton	Leeds City Council
Councillor David Hall	Kirklees Council
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council
Councillor Andy D'Agorne (Substitute)	York Council

In attendance:

Councillor Peter Harrand	Chair, Overview & Scrutiny Committee
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

34. Apologies for Absence

Apologies for absence were received from Roger Marsh, Councillor Keith Aspden and Councillor Kim Groves, Chair, Transport Committee.

35. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

36. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 3 to Agenda Item 6, Appendices 1, 2 and 3 to Agenda Item 7, Appendix 1 to Agenda Item 12 and Appendices 1 to 6 of Agenda Item 15 on the grounds that it is likely, in view of the nature of the

business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

37. Minutes of the Meeting of the Combined Authority held on 1 August 2019

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 1 August 2019 be approved and signed by the Chair.

38. Brexit

The Combined Authority considered a report of the Director, Policy Strategy and Communications on Brexit.

Members discussed the organisational preparation being undertaken by the West Yorkshire Combined Authority (Combined Authority) and the Leeds City Region Local Enterprise Partnership (LEP) as the UK prepares to leave the European Union. The Combined Authority's business support actions were highlighted in the submitted report and it was noted that these were available to all companies, both urban and rural. The importance of establishing communication with those small businesses who had not yet engaged was stressed and, because of the fluctuating situation, Members asked that they be kept informed of any changes. A report would be brought to the next meeting.

The criteria for a proposed new Leeds City Region Brexit Business Support Scheme was agreed. The approach and scheme had been endorsed by the LEP Board on 25 September 2019 and a copy of the criteria was attached at Appendix 2. The scheme has been designed to provide SMEs with advice and guidance with issues directly related to Brexit.

Resolved:

- (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.
- (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.

39. Capital Spending and Project Approvals

The Combined Authority considered a report of the Head of Portfolio Management Office on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Halifax Bus Station
- Clifton Business Park Enterprise Zone
- A65 Signals
- Temple Green Park and Ride
- Castleford Growth Corridor
- LCR Enterprise Zones – South Kirkby
- Steeton and Silsden Rail Park and Ride
- A61 (South) Corridor
- East Leeds Orbital Route (ELOR)

It was noted that since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- Bradford City Centre Heritage Properties (Conditioning House)
- Leeds Flood Alleviation Scheme 2
- Gain Lane Enterprise Zone
- A62/A644 (Wakefield Road) Link Road
- A629 Phase 2
- Corridor Improvement Programme – A58/A672
- Corridor Improvement Programme – A646/A6033
- York Guildhall
- City Connect Phase 3 – Cooper Bridge Links
- Headrow City Centre Gateway
- Stourton Park and Ride
- Rail Park and Ride Programme – Mytholmroyd

Details of all the schemes were provided in the submitted report.

Resolved:

(a) In respect of Halifax Bus Station –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That indicative approval to forecast scheme cost of £15.4 million, with delivery funding dependent on the TCF bid outcome be given.
- (ii) That approval of an additional £200,000 from the West Yorkshire plus Transport Fund, taking total approval to £566,415 be given.
- (iii) That expenditure up to £566,415 on the scheme, in partnership with Calderdale Council, be approved.

(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.

(b) In respect of Clifton Business Park Enterprise Zone –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (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).
- (ii) That development costs of £3.156 million are approved in order to assist in progressing the scheme to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(c) In respect of A65 signals –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A65 Signals scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (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.
- (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.

(d) In respect of Temple Green Park and Ride –

That following a recommendation from the Investment Committee the Combined Authority approves:

- (i) That the Leeds Public Transport Investment Programme Temple Green Park & Ride Extension project proceeds through outline business case (decision point 3) and work commences on full business case (decision point 4).
- (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 process to full business case plus finalised costs (decision point 5). The total project value is £7.386 million.
- (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.
- (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.
- (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.

(e) In respect of Castleford Growth Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Castleford Growth Corridor scheme proceeds through decision point 3 and work commences on activity 4 (FBC).
- (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 finalised costs). The total project value is £7.079 million.

- (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.
 - (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.
 - (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.
- (f) In respect of South Kirkby Enterprise Zone –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the South Kirkby Enterprise Zone scheme proceeds through decision point 3 and work commences on activity 5 (FBC with finalised costs).
 - (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 decision point 5 (FBC with finalised costs).
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 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.
- (g) In respect of Steeton and Silsden Rail Car Park –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the Steeton & Silsden Rail Car Park project proceeds through full business case with finalised costs (decision point 5) and work commences on activity 6 (Delivery).

- (ii) That approval to the total project value of £3.879 million is given from the West Yorkshire plus Transport Fund.
 - (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.
 - (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.
 - (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.
- (h) In respect of the A61 (South) Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (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).
 - (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.
 - (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.
- (i) In respect of East Leeds Orbital Route –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the East Leeds Orbital Route project proceeds through decision point 5 and work commences on activity 6 (delivery).
- (ii) That approval to the Combined Authority's contribution of £90.33 million to be funded through the West Yorkshire plus Transport Fund, is given. The total project value is £147.49 million.

- (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.
- (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.

40. Transforming Cities Fund

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the Transforming Cities Fund.

It was reported that there had been intensive negotiation and discussion with all the District Councils in preparing a comprehensive proposal, which if successful, would be transformational for the Leeds City Region. The Strategic Outline Business Case is required to be submitted to Government by 28 November 2019 and it was agreed that delegation of the final strategy be given to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee.

Resolved: 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.

41. Tackling the Climate Emergency

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the proposed work to tackle the climate emergency and promote clean growth, in pursuit of the Leeds City Region becoming net zero-carbon.

Members discussed the ongoing work and plans being undertaken by the Combined Authority and Leeds City Region Local Enterprise Partnership which was outlined in the submitted report and appendices. It was noted that the Combined Authority had developed a new corporate approach to embedding clean growth including reducing carbon emissions and tackling the climate emergency.

The value of continuing to work with partners and sharing information was highlighted. The need to continue to raise awareness through engagement and communications with stakeholders was essential and, in this respect, Members were advised that some town and parish councils in Calderdale were providing carbon literacy training which was being well received.

It was acknowledged that greater investment and resource was needed to achieve the zero-carbon target and all funding options will be explored. It

was hoped that the Autumn Budget would make funding provision in order to deliver their ambition.

Progress reports would be brought to future meetings.

Resolved: That the work to promote clean growth and tackle the climate emergency be endorsed.

42. Devolution

The Combined Authority considered a report of the Director, Policy, Strategy and Communications which provided an update on progress towards securing devolution to Leeds City Region.

It was noted that the One Yorkshire Leaders had written to the new Prime Minister on 24 July 2019 outlining new devolution proposals and a copy was attached at Appendix 1. Recent statements from the Prime Minister had highlighted the enthusiasm for devolution in Yorkshire. Official conversations had now begun with the West Yorkshire Leaders and Government Ministers to discuss an interim devolution agreement for the Leeds City Region and the progress was welcomed.

Resolved: That the progress made and next steps on devolution to Leeds City Region be noted.

43. Spending Reviews and Local Industrial Strategy

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on spending reviews and local industrial strategy (LIS).

It was noted that the Combined Authority and Leeds City Region Local Enterprise Partnership (LEP) had made a submission to the Treasury Select Committee inquiry on regional imbalances in the UK economy and a copy was attached at Appendix 1. The key messages of the submission were outlined in the report and these had been highlighted by Roger Marsh, as Chair of the NP11 consortium of Northern local enterprise partnerships at the recent Convention of the North.

In respect of the Government's priorities and 2019 Spending Round, it was reported that due to the shortened timescale, Combined Authority officers had engaged with Government officials and set out priorities across transport, energy, economic services, flooding and devolution. The 2019 Autumn Budget was due at the beginning of November 2019.

Members discussed the proposed City Region's approach to working in partnership with constituent authorities on interconnected strategic milestones over the next 18 months. These will help to boost productivity, better connect communities and grow the economy in a clean and inclusive way. The proposed actions and timetable to use a new LIS to target the 2020 Spending Review were set out in the table in paragraph 2.12 of the submitted report. This drew together sharper institutional leadership, emerging strategy and a prioritised pipeline of compelling investment

propositions which are being developed and had been built on discussions with constituent authorities.

The outcome of the LEP Board awayday, which had focussed on progress of the LIS development, was noted. The LIS set the context for investment propositions to be discussed with Government ahead of the full Spending Review and refresh of the Northern Powerhouse Strategy which was expected in Autumn 2020. The LIS was being co-designed with Government, and would be submitted in December 2019 and published in March 2020.

Resolved:

- (a) That the successful Convention of the North with NP11 and supported by Government, and its key messages be noted.
- (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.
- (c) That the outcome of the LEP Board's awayday be endorsed.
- (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 2.12 of the submitted report, be approved.

44. Future Bus Options

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on future bus options.

Members discussed the report which sought approval to explore options arising from the sale of First West Yorkshire including, but not limited to, potentially participating in the sale.

It was noted that technical and legal support was needed to assist the Combined Authority in ensuring all options are initially explored. Members supported the development of options and welcomed the possible opportunities which would benefit the travelling public and enhance the ambition to effect a modal shift to bus travel.

It was reported that an online petition with over 500 signatures in support of the proposed actions had been created and handed to the Combined Authority.

It was proposed 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. Members were assured that any significant decisions would be considered at future meetings of the Combined Authority.

Resolved:

- (a) That options arising from the sale of First West Yorkshire, including but not limited to potentially participating in the sale, be explored.
- (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.
- (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.

45. Future Approach to Business Finance

The Combined Authority considered a report of the Director, Policy, Strategy and Communications which provided an update on work in relation to business finance, in particular on future plans for grants and loans.

It was noted that the Combined Authority and Leeds City Region Enterprise Partnership were developing options for a new loan fund that responds to current market needs.

Further information was provided in Exempt Appendix 1 and it was noted that the LEP Board had discussed the matter in detail at their meeting held on 25 September 2019. Members were asked to forward any comments on the exempt appendix to the Combined Authority's Director, Policy, Strategy and Communications.

A further report would be brought to a future meeting.

Resolved: That the report and information provided in Exempt Appendix 1 on the future approach to business finance be noted.

46. Corporate Planning and Performance

The Combined Authority considered a report of the Director, Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

The update on progress against the 2019/20 Corporate Plan headline indicators was set out in Appendix 1. It was reported that the risk relating to Brexit preparedness had been revised to more accurately capture the current level of uncertainty. Consideration was also being given to any specific risks relating to the work being done on the climate emergency and clean growth and the risk register will be updated to reflect this.

A summary of the 2019/20 current spend to budget was attached at Appendix 2 and it was noted that there were no 'red' areas of concern to

report. Work was ongoing to forecast the final outturn and a report would be brought to the next meeting.

Members noted the work being undertaken on the detailed business plan and budget 2020/21. A full draft revenue and capital budget will be brought to the next meeting together with the updated reserves strategy.

Resolved:

- (a) That the information provided on corporate performance be noted.
- (b) That the budget work underway be noted.

47. Governance Report

The Combined Authority considered a report of the Director, Corporate Services on the following governance issues:

- Appointments to Combined Authority committees and panels, further to the annual meeting and minor amendments to governance documents.
- The appointment of an additional independent member to the Governance and Audit Committee.
- An amendment to the quorum of the Governance and Audit Committee in Procedure Standing Orders.
- A minor amendment to representation on the Business Innovation and Growth Panel.

Members noted the details outlined in the submitted report. The appointments to Combined Authority committees and panels which had been awaiting confirmation by partner councils were attached at Appendix 1. It was reported that since publication of the agenda, a further change had been made to the appendix as Kirklees Council had notified the Authority that Councillor Rob Walker would replace Councillor Manisha Kaushik as a substitute member of the Overview and Scrutiny Committee.

Resolved:

- (a) That the appointments to panels and committees as set out in Appendix 1, and the amendment notified by Kirklees Council that Councillor Rob Walker would replace Councillor Manisha Kaushik as substitute member of the Overview and Scrutiny Committee, be noted.
- (b) That the appointment of Joanna Wardman as an independent member of the Governance & Audit Committee for the 2019/20 municipal year be approved.
- (c) That, further to the recommendation to appoint an additional independent member of the Governance & Audit Committee and to comply with legislation, the amendment of Procedure Standing

Orders to increase the quorum of the Committee from 3 to 4 members be endorsed.

- (d) That the amendments to the Members' Code of Conduct and the Conflicts of Interest Protocol made by the Head of Legal and Governance Services be noted.
- (e) That the minor amendment to membership of the Business Innovation and Growth Panel to facilitate the appointment of a non-voting member from the wider health-tech/digital health sector as set out in paragraph 2.5 of the submitted report be endorsed.

48. European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)

The Combined Authority considered a report of the Director, Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that the Investment Committee had considered the detail and endorsed the advice included in the outline assessment forms and the respective conditions which were attached as exempt Appendices 2-6.

In its role as the Intermediate Body (IB), the Combined Authority considered and agreed the advice provided in the exempt appendices. The assessment forms will now be submitted to the Ministry of Housing, Communities and Local Government (MHCLG) as Managing Authority, for their consideration.

It was also agreed that in order for applications to be progressed, and to avoid delays, any future requests to approve minor amendments to projects as requested by MHCLG, be delegated to the Director, Corporate Services in consultation with the Chairs of the Combined Authority and Investment Committee.

Resolved:

- (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.
- (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.
- (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.

49. Progress on the Transformation Programme

The Combined Authority considered a report of the Managing Director which provided an update on progress in implementing the organisation's Transformation Programme.

Resolved: That the report be noted.

50. Minutes for Information

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

Resolved: That the minutes of the Combined Authority's committees and panels be noted.

DRAFT