

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

MEETING TO BE HELD AT 12.00 PM ON THURSDAY, 3 SEPTEMBER
2020

DUE TO COVID-19, THIS MEETING WILL BE HELD REMOTELY AND
WILL BE LIVESTREAMED HERE:

[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2
ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE) (COPY AND PASTE THE LINK IN YOUR BROWSER)

A G E N D A

1. APOLOGIES FOR ABSENCE

2. 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.

3. EXCLUSION OF THE PRESS AND PUBLIC

4. MINUTES OF THE MEETING HELD ON 14 JULY 2020

(Pages 1 - 6)

PART 1 - ANNUAL MEETING BUSINESS

5. LEP GOVERNANCE ARRANGEMENTS

(Led by: Caroline Allen, Author: Liz Davenport)
(Pages 7 - 16)

6. ANNUAL ACCOUNTABILITY REPORT

(Led by: Roger Marsh, Author: Caroline Allen)
(Pages 17 - 22)

7. ANNUAL SCRUTINY REPORT

(Led by: Ben Still, Author: Khaled Berroum)
(Pages 23 - 38)

8. ANNUAL REPORT - EQUALITY & DIVERSITY POLICY AND STATEMENT

(Led by: Roger Marsh, Author: Alan Reiss)
(Pages 39 - 58)

9. ANNUAL REVIEW

(Led by: Ben Still, Author: Brian Archer)
(Pages 59 - 60)

10. PUBLIC QUESTION TIME

(Led by: Alan Reiss, Author: Racheal Johnson)
(Pages 61 - 62)

PART 2 - OTHER BUSINESS

11. ECONOMIC REPORTING

(Led by: Alan Reiss, Author: James Hopton)
(Pages 63 - 72)

12. COVID-19

(Led by: Brian Archer, Author: Brian Archer)
(Pages 73 - 80)

13. PANEL AND COMMITTEE REPORTS

(a) PLACE PANEL UPDATE

(Led by: Cllr Tim Swift, Author: Judith Furlonger)
(Pages 81 - 84)

(b) LEP CAPITAL PROGRAMME (INVESTMENT COMMITTEE)

(Led by: Lynn Cooper)
(Pages 85 - 96)

14. STRATEGIC ECONOMIC FRAMEWORK

(Led by: Alan Reiss, Author: Peter Skalski)
(Pages 97 - 128)

15. CORPORATE PERFORMANCE

(Led by: Angela Taylor, Author: Louise Porter)
(Pages 129 - 156)

For Information

16. DEVOLUTION AND SINGLE INVESTMENT FUND

(Pages 157 - 168)

**17. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY
HELD ON 25 JUNE 2020**

(Pages 169 - 184)

**18. DRAFT MINUTES OF THE MEETING OF THE COMBINED
AUTHORITY HELD ON 27 JULY 2020**

(Pages 185 - 196)

19. DATE OF NEXT MEETING

The next meeting will be held at 2pm on Tuesday 17 November 2020.

This page is intentionally left blank



MINUTES OF THE MEETING OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD HELD REMOTELY ON TUESDAY, 14 JULY 2020

Present:

Roger Marsh OBE DL (Chair)	Leeds City Region Enterprise Partnership
Prof Shirley Congdon	Higher Education
Helen Featherstone	Culture
Kate Hainsworth	Leeds Community Foundation
Amir Hussain	Yeme Architects
Rashik Parmar MBE	IBM Academy of Technology (Chair, Employment & Skills Panel)
Professor Simon Pringle	Project Rome
Kamran Rashid	Third Sector
Mandy Ridyard	Produmax Ltd
Mark Roberts (Deputy Chair)	Beer Hawk Ltd
Joanna Robinson	Infrastructure
Kully Thiarai	Culture
Andrew Wright	A W Hainsworth Ltd (Chair, Business Innovation & Growth Panel)
Councillor Judith Blake CBE	Leeds City Council
Councillor Jack Hemingway (Substitute)	Wakefield Council
Councillor Shabir Pandor	Kirklees Council
Councillor Tim Swift MBE	Calderdale Council

In attendance:

Councillor Andrew Waller	City of York Council
Peter Mucklow	LEP Senior Sponsor
Ben Still	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Brian Archer	LEP/West Yorkshire Combined Authority
Melanie Corcoran	LEP/West Yorkshire Combined Authority
Dave Pearson	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Henry Rigg	LEP/West Yorkshire Combined Authority
Sarah Bowes	LEP/West Yorkshire Combined Authority
Noel Collings	LEP/West Yorkshire Combined Authority
Jacqui Warren	LEP/West Yorkshire Combined Authority
James Hopton	LEP/West Yorkshire Combined Authority
Ruth Chaplin	LEP/West Yorkshire Combined Authority

17. Apologies for Absence

Apologies for absence were received from Councillors Susan Hinchcliffe,

Denise Jeffery and Keith Aspden and Tom Riordan.

18. 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.

For transparency, Simon Pringle asked for it be noted that he was now an associate fellow of Chatham House, participating in research.

19. Exclusion of the Press and Public

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

20. Minutes of the meeting held on 10 June 2020

Resolved: That the minutes of the meeting held on 10 June 2020 be approved.

21. Economic Reporting

The Board considered a report of the Director, Policy, Strategy and Communications which provided an update on the latest activity and intelligence around understanding the impact of COVID-19 since the last meeting.

Members discussed the latest developments which were outlined in the report and the weekly Leeds City Region COVID-19 Monitor attached at Appendix 1. It was noted that the data from the Office for National Statistics included in the report did not yet reflect the reopening of non-essential retail and the hospitality sector and the Board recognised the challenges being faced by the tourism and culture sectors.

It was noted that work was continuing to understand the potential future impacts of COVID-19 on the local economy. The cashflow issues being experienced by some SMEs, the importance of the employment hub and the skills to future economic prosperity and support for enrolled apprentices were amongst several areas highlighted. The detailed modelling work will provide local level insights and the report outlined a summary of provisional results of the analysis to date which did show that there will be differing impacts across West Yorkshire.

Resolved: That the report be noted.

22. Covid-19 - Economic Recovery Plan

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

Communications which provided an update on the COVID-19 economic recovery plan following discussions and input from the Panels.

Members discussed the key areas to be addressed in the recovery plan, including the need to focus on inclusive growth and capitalise on the opportunity to embed the climate behaviour changes seen during the crisis. The emerging draft recovery plan has also been shared with the Panels which had given them the opportunity for comment and a summary of their input was attached at Appendix 1.

It was proposed that a draft plan will be considered by the Combined Authority and will be kept under review as the implications of the pandemic develop to ensure priorities remain relevant. It will align with the plans developed by local authorities as well as the Transport Recovery Plan, which was being led by the Transport Committee, and other regional plans including health.

Resolved: That the direction of the emerging economic recovery plan be endorsed.

23. Panel and Committee Reports

The Board discussed and noted the Panel reports which were presented for information.

Members noted the update of the recent meeting of the Employment and Skills Panel including progress and ongoing activities in respect of devolution of the Adult Education Budget (AEB) and the work being undertaken for the refresh of the Employment and Skills Plan.

It was reported that a meeting of the Green Economy Panel had been held on 7 July 2020 and a verbal update was provided on the discussions held on items including the West Yorkshire Emission Reduction Pathway, White Rose Forest Plan and devolution and green infrastructure standards trial. An informal session had also been held to consider the Economic Recovery Plan and the Panel had considered the progress being made to develop the environment and carbon priorities of the Plan and associated products and programmes. A copy of the Emission Reduction Pathways reports which had been considered by the Green Economy Panel had been circulated to Members. The findings of the study were discussed and the LEP Board supported the next steps to be taken in the Emissions Pathways work which will inform future decisions about how to tackle the climate emergency and become a net zero carbon Leeds City Region.

The Inclusive Growth and Public Policy Panel had met on 15 June 2020 and had reviewed its role, particularly in the context of the economic response and recovery issues around the pandemic. The purpose of the Panel had been discussed and it had been recognised that its role should be developed to support the other Panels and Committees. It was suggested that Inclusive Growth champions be identified for each Panel to help ensure that thinking and challenge around inclusion, equality and diversity is embedded across the

LEP's work. It was also considered that an ambitious action plan was needed to deliver inclusive growth in the region and that there was potential for the Panel to further develop its monitoring role.

In respect of the LEP Capital Programme (Investment Committee) update, the Board noted the indicative LEP capital programme for 2020/21 which was detailed in Table 1 of the submitted report. With regard to the Growth Deal Programme, it was reported that the Cities and Local Growth Unit are currently undertaking a review to establish, given the current COVID-19 crisis, the contractual status of projects and the risk of slippage. The release of the remaining spend will be subject to a satisfactory outcome of the review and a decision is expected in September 2020.

The Panel Chairs were thanked for their updates.

Resolved: That the Panel reports be noted.

24. Digital Board

The Board considered a report of the Director, Policy, Strategy and Communications which provided an update of the work of the Leeds City Region Digital Board.

It was noted that the Digital Board was established in June 2019 to provide oversight of activities under the Digital Framework. A review of the effectiveness of the Board had been undertaken and it was considered that the Digital Board should continue as a working group and be the key route for advice on all digital matters. However it was proposed that membership of the Board should be strengthened to improve representation and diversity of input, and this should be undertaken in consultation with existing Panels, local authority colleagues and Yorkshire Universities.

Members noted that the review had also set out the need to strengthen the Digital Board's role in all digital matters across the City Region. The Digital Board has 3 sub groups beneath it: the Local Digital Skills Partnership (LDSP), which had been established as part of the devolution agreement, the Collaborative Skills Partnership and the Made Smarter Board. It was reported that the LDSP, via an outcome of the devolution deal, had a funded post attached to it which will help co-ordinate the Partnership, supporting the work of the Digital Board and further information on the integration of the LDSP with the Digital Board was attached at Appendix 1.

Members highlighted the importance of digital, particularly in the COVID-19 recovery and it was noted that the Digital Board was considering the opportunities post-COVID-19 on the aspirations within the Digital Framework. It was suggested that the Digital Board should have better connectivity with the advisory Panels with reports on digital activities being brought to future LEP Board meetings.

Resolved:

- (i) That the proposed Local Digital Skills Partnership integration with the Digital Board and strengthened membership proposals be supported, including better connectivity with the Employment & Skills Panel.
- (ii) That the LEP Board supports greater alignment between the Digital Board and the Inclusive Growth Panel, Place Panel and Green Economy Panel.

25. Future Approach to Commercial Investment

The Board considered a report of the Director of Economic Services on the future approach to commercial investment.

The report provided an update on the revised to the commercial investment project and Members discussed the next steps for implementation in light of the dramatically changed economic landscape because of the COVID-19 pandemic. It was agreed that Phase three of the planned programme, although intended to implement the agreed elements of phases one and two, now should be reviewed. Details of the workstreams were outlined in the submitted report which would be further considered by the Director of Economic Services in the light of the changing Covid situation.

It was noted that feedback from each Board/Panel will be used to build on the advice from Deloitte to help shape the final Investment Strategy which will be brought to a future meeting of the LEP Board for approval.

Members noted the details of the Strategic Business Growth Programme and the Board agreed to the proposed allocation of £300,000 from the returned capital on the Growing Places Fund as match-funding for the Strategic Business Growth 2 programme.

Resolved:

- (i) That the revised project plan be noted.
- (ii) That the LEP Board approve £300,000 of the returned capital to be used as match-funding to support the LEP's Strategic Business Programme Phase 2 in order to support 500 high growth businesses up to the end of March 2023.

26. Minutes of the Meeting of the Combined Authority held on 21 May 2020

Resolved: That the minutes of the West Yorkshire Combined Authority held on 21 May 2020 be noted.

27. Date of Next Meeting

The next meeting will be held on Thursday 3 September 2020.

This page is intentionally left blank



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

Date: 3 September 2020

Subject: **LEP governance arrangements**

Director: Angela Taylor, Director of Corporate Services

Author: Liz Davenport, Governance Lawyer

1. Purpose of this report

- 1.1 To confirm the LEP's governance arrangements, further to the postponement of the scheduled annual meeting in June, due to the COVID-19 pandemic.
- 1.2 To receive the annual summary of remuneration and expenses paid to members of the LEP.
- 1.3 To make recommendations in respect of private sector representation on the West Yorkshire Combined Authority's (the Combined Authority) advisory panels which report to the LEP.

2. Information

- 2.1 This report is the first of several items on this agenda required to be considered at the LEP's annual meeting. This report seeks confirmation of the LEP's governance arrangements, as set out below. Governance arrangements were comprehensively reviewed by the LEP at its meeting in February further to the Strengthened LEPs Review, and no significant changes are proposed.
- 2.2 The Annual Conversation performance review of the LEP carried out by the Cities and Local Growth Unit for 2019/20 rated the LEP's overall governance arrangements as excellent.
- 2.3 To promote transparency and accountability, the LEP's Remuneration and Expenses Scheme provides for a summary of remuneration and expenses paid to be reported each year to the LEP Board, and to be published on the Combined Authority's website.

Membership

- 2.4 No changes are proposed to the **membership of the LEP** (nor to the observer members representing councils which are outside of West Yorkshire). Appendix 1 sets out the current membership, and terms of office.
- 2.5 No changes are proposed to the **chairing and deputy chairing arrangements** for the LEP further to the arrangements approved in February. It is proposed that Kate Hainsworth continues as **Diversity Champion**, and Joanna Robinson as **SME representative**.
- 2.6 At its meeting in February, the LEP agreed to appoint a **co-optee** to the LEP from business representative organisations to support the LEP's agenda and core priorities, with any appointment to be made at the LEP's annual meeting. However, the Business Communications Group is being convened in order to ensure input from the full range of business representative organisations and other private sector leaders on a consistent basis. The BCG will meet prior to each LEP Board, after the papers have been published, to consider the papers and enable any views to be fed in via the Chair of BCG at the LEP Board. Members should also note that several Business Representative Organisations are members of the West Yorkshire Economic Recovery Board.

Nominations

- 2.7 No changes are proposed in respect of the LEP's current nominations to:
- the Combined Authority
 - the Transport Committee
 - to the Transport for the North Partnership Board
 - the Strategic Oversight Board for the Northern Powerhouse Investment Fund Ltd

Advisory Group to the LEP Board

- 2.8 No changes are proposed to the membership of or governance arrangements (including chairing arrangements) for the Business Communications Group, an advisory group of the LEP Board. Current membership is set out in the attached appendix 2.

Governance documents

- 2.9 No amendments are proposed to the LEP's governance documents, further to the review earlier this year.

Remuneration

- 2.10 Attached as appendix 3 to this report is the annual summary of remuneration and expenses paid during the financial year 2019-20. There is no separate allowance under the Combined Authority's Allowances Scheme for the position

of LEP Member on the Combined Authority which is carried out by the Chair of the LEP. No amendments are proposed to the Scheme.

Advisory Panel Membership

- 2.11 The Combined Authority currently appoints a number of advisory committees (panels) which advise both the Combined Authority and the LEP.
- 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 Membership of the panels includes members of the LEP Board and other private sector representatives (as well as local authority representatives from partner councils).
- 2.14 No changes are proposed to the current private sector representation on these panels, other than in respect of expressions of interest to join a panel which have been received from a number of the new private sector LEP Board members, following the LEP Board review of membership. The LEP Board is therefore asked to nominate the following representatives to the following panels:

Board Member:	Proposed panel appointment:
Helen Featherstone	Place Panel
Kamran Rashid	Inclusive Growth & Public Policy Panel
Kully Thiarai	Inclusive Growth & Public Policy Panel

3. Clean Growth Implications

- 3.1 None.

4. Financial Implications

- 4.1 Provision for the payment of expenses is included in the annual budget.

5. Legal Implications

- 5.1 Seeking confirmation of the LEP's governance arrangements at its annual meeting is required to secure compliance with the LEP's Procedure Rules, the National Assurance Framework guidance and promotes transparency and accountability.
- 5.2 Appointments are subject to any potential changes to governance arrangements further to the West Yorkshire devolution deal.

6. Staffing Implications

6.1 None.

7. External Consultees

7.1 None.

8. Recommendations

8.1 That the LEP Board:

- (i) Notes and confirms the governance arrangements for the LEP as set out in this report, and appendices 1 and 2 attached.
- (ii) Notes the annual summary of remuneration and expenses, attached as appendix 3 to this report.
- (iii) Nominates private sector LEP Board members Kamran Rashid and Kully Thiarai to the Inclusive Growth & Public Policy Panel and Helen Featherstone to the Place Panel and propose these to the Combined Authority at their next meeting on 4 September 2020.

9. Background Documents

9.1 None.

10. Appendices

Appendix 1 – LEP Membership arrangements

Appendix 2 – Business Communications Group membership arrangements

Appendix 3 – Annual summary of remuneration and expenses

LEP Board Appointments 2020 / 2021

Local Authority Members

	Bradford (Voting)	Calderdale (Voting)	Kirklees (Voting)	Leeds (Voting)	Wakefield (Voting)	Observers (Non-voting)	
						York	Harrogate <small>(representing Craven & Selby)</small>
Member	Susan Hinchcliffe (L)	Tim Swift (L)	Shabir Pandor (L)	Judith Blake (L)	Denise Jeffery (L)	Keith Aspden (LD)	Richard Cooper (C)
Substitute	Imran Khan (L)	Jane Scullion (L)	Peter McBride (L)	James Lewis (L)	Jack Hemingway (L)	Andy D'Agorne (G)	Graham Swift (C)

Private Sector Members

Member (Voting)	Sector	Term of Office due to expire
Shirley Congdon	Higher Education	28 February 2023
Helen Featherstone	Culture	28 February 2023
Kate Hainsworth (Diversity Champion)	Third Sector	30 September 2022
Amir Hussain	Architect/Professional Services	9 June 2023
Roger Marsh OBE (Chair)	Professional Services	30 June 2022
Rashik Parmar MBE	Technology	30 April 2022
Prof Simon Pringle	Commercial Strategy	28 February 2023

Member (Voting)	Sector	Term of Office due to expire
Kamran Rashid	Third Sector	28 February 2023
Mandy Ridyard	Manufacturing	30 September 2022
Mark Roberts (Dep Chair)	Retail	30 June 2022
Joanna Robinson (SME Representative)	Manufacturing	30 April 2021
Kully Thiarai	Culture	28 February 2023
Andrew Wright	Manufacturing	30 April 2023

This page is intentionally left blank

Business Communications Group – Membership

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

This page is intentionally left blank

Annual Statement of Remuneration and Expenses paid to LEP Board Members in the financial year to 31 March 2020

In accordance with the requirements of paragraph 11 of the LEP Board Members' Remuneration and Expenses Scheme, notice is hereby given that the amounts paid by way of remuneration and expenses to members of the Leeds City Region LEP Board during the financial year ending 31 March 2020 were as follows:-

Remuneration Period: Year ending 31 March 2020	
Name of member	Remuneration £
Marsh, Roger (Chair of the LEP)	60,000

Expenses Period: Year ending 31 March 2020	
Name of member	Expenses £
N/A	NIL

This page is intentionally left blank

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

Date: 3 September 2020

Subject: **Annual accountability report**

Director: Angela Taylor, Director, Corporate Services

Author: Caroline Allen, Head of Legal & Governance Services

1. Purpose of this report

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

2. Information

Annual reports

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

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

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

- 2.4 The LEP's Whistleblowing Policy provides for the Combined Authority's Head of Internal Audit to provide an annual report to the LEP and to the Combined Authority's Governance and Audit Committee. The Head of Internal Audit has confirmed that no concerns were received under this policy during the financial year 2019-20.

Grant applications

- 2.5 In May 2019, the LEP and the Combined Authority jointly adopted an overarching Conflicts of Interest Policy and Protocol. The Policy provides an overview of conduct-related provisions applying to Members and officers, with a particular focus on conflicts of interest arising in respect of applications for loans or grants to business, which is addressed by way of the Conflicts of Interest Protocol. The Protocol seeks to ensure that such applications are dealt with fairly and impartially, including where decisions are made by officers under delegated authority. (The specific declaration requirements in the Codes of Conduct adopted by the Combined Authority and the LEP reflect statutory requirements relating to declarations at formal meetings, and do not extend to declarations outside of formal meetings of the LEP Board or committees).
- 2.6 For transparency and accountability, **Appendix 1** to this report is a summary of grant applications considered by officers under delegated authority in the financial year 2019-20, and their outcome. Declarations made by members at the LEP Board or panel meetings are publicly available on the LEP or Combined Authority's website as they are recorded in the minutes for each meeting.
- 2.7 This report was shared with the Governance and Audit Committee at its meeting on 30 July; no comments were raised by the Committee in relation to its contents.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 None.

5. Staffing Implications

- 5.1 None.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That the LEP Board notes that no complaints or concerns have been raised this year about the LEP (or about any member of the LEP Board) under the LEP's complaints procedures, the Combined Authority's complaints policy and the LEP's whistleblowing policy.
- 7.2 That the LEP Board notes the summary set out in Appendix 1 to this report, relating to grant applications considered under conflict of interest arrangements in place during 2019-20.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – summary of grant applications considered under conflict of interest arrangements during 2019-20.

This page is intentionally left blank

Summary of grant applications dealt with under conflict of interest arrangements, 2019/20

Funding Stream	Name of applicant (business)	Name of member	Interest declared by member	Decision-maker	Date of decision	Outcome
Business Growth Programme	Slipstream Engineering Design Ltd	Philip Wilson	Yes	Ben Still	5 April 2019	Approved
Business Growth Programme	Mansfield Pollard & Co Ltd	Joanna Robinson	Yes	Ben Still	2 August 2019	Approved

This page is intentionally left blank

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

Date: 3 September 2020

Subject: **Scrutiny Annual Report 2019/20**

Director: Angela Taylor, Director, Corporate Services

Author: Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To note the Overview and Scrutiny Committee's annual report for 2019/20 which provides a summary and highlights of the work undertaken by the Committee during the 2019/20 municipal year.

2. Information

- 2.1 In 2019, the Overview and Scrutiny Committee agreed to begin producing and publishing an annual report summarising the work undertaken by the Committee each year so that the public, Combined Authority and LEP Board are aware of scrutiny's activity.
- 2.2 The Scrutiny Annual Report 2019/20 is appended as **Appendix 1**.

3. Clean Growth Implications

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

4. Financial Implications

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

5. Legal Implications

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

6. Staffing Implications

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

7. External Consultees

7.1 No external consultations have been undertaken.

8. Recommendations

8.1 That the appended annual report summarising the work undertaken by the Overview and Scrutiny Committee in 2019/20 be noted.

9. Background Documents

9.1 None.

10. Appendices

10.1 Appendix 1 – Scrutiny Annual Report 2019/20

Annual Report 2019/20

Overview and Scrutiny Committee

July 2020

Contents

Introduction	3
What is ‘Overview and Scrutiny’?	3
Membership 2019/20.....	4
Spokespersons	4
Chair’s foreword	5
Work Programme 2019/20	6
Summary of 2019/20 Work Programme	7
Working groups	7
2019/20 Highlights	8
Employment & skills: apprenticeships and the Skills Commission	8
Transport issues: sale of West Yorkshire bus companies, rail reviews and the Transforming Cities Fund bid	10
Next steps in 2020/21	12
West Yorkshire mayoral devolution.....	12
COVID-19 recovery	12
Postponed reviews into business grants and climate emergency	12
Find out more and get involved	13
Get in touch.....	13

Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2019/20 municipal year and any conclusions and recommendations made.

What is 'Overview and Scrutiny'?

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

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

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

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

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

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

Membership 2019/20

Chair: Cllr Peter Harrand (June 2019 – present)

Members 2019/20

District	Member	Substitutes
Bradford	Cllr Sarfraz Nazir	Cllr Joanne Dodds
	Cllr Rosie Watson	Cllr Carol Thirkill
	Cllr Geoff Winnard	Cllr Naveed Riaz
Calderdale	Cllr Stephen Baines	Cllr Scott Benton
	Cllr James Baker	Cllr Ashley Evans
	Cllr Dot Foster	Cllr Steve Sweeney
Kirklees	Cllr Paul Kane (until Nov 2019)	Cllr James Homewood
	Cllr Paul Davies (from Dec 2019)	Cllr Rob Walker
	Cllr Yusra Hussain (from Nov 2019)	Cllr Michael Watson
	Cllr Richard Smith	
Leeds	Cllr Peter Harrand	Cllr Neil Buckley
	Cllr Jacob Goddard	Cllr David Jenkins
	Cllr Christine Knight	Cllr Kayleigh Brooks
Wakefield	Cllr David Jones (from Nov 2019)	Cllr Harry Ellis
	Cllr Graham Isherwood (until Feb 2020)	Cllr Lynne Whitehouse
	Cllr Betty Rhodes	Cllr Martyn Ward
	Cllr Olivia Rowley (from Feb 2020)	
York	Cllr Stephen Fenton	Cllr Anne Hook
	Cllr Peter Kilbane	Cllr Claire Douglas
	Cllr Edward Pearson	Cllr Simon Daubeney

Spokespersons

This year the committee appointed a few members to act as spokespersons in key policy areas and so that they can maintain oversight of certain issues outside of committee and working group meetings.

Spokesperson(s)	'Portfolio'
Cllr Stephen Baines	<i>Business growth</i>
Cllr Rosie Watson & Cllr Geoff Winnard	<i>Corporate issues</i>
Cllr David Jones	<i>Employment & skills</i>
Cllr James Baker	<i>Environment</i>
Cllr Peter Harrand	<i>Financial & strategic issues (incl devolution)</i>
Cllr Dot Foster	<i>Transport</i>

Chair's foreword

My first year as Scrutiny Chair has certainly been eventful.

There have been developments in many major policy areas from the Skills Commission and potential sale of bus companies to the securing of a long-awaited mayoral devolution deal for West Yorkshire.

Then there was the unexpected and devastating COVID-19 pandemic which has affected the region significantly and presented a number of challenges requiring new ways of working for everyone.

One of my priorities this year has been to ensure that there is an active, strong and properly resourced scrutiny function at a Combined Authority which spends on average £1 million a day and covers a large territory.

This year, we began looking into options for how we can improve scrutiny and we shall continue this review into the this coming year.

I would like to thank all members of the committee, the officers who support scrutiny in its work and all those who gave evidence to the committee and the working groups this year – their contributions are invaluable.



Councillor Peter Harrand

**Chair, Overview and Scrutiny Committee
West Yorkshire Combined Authority**



Work Programme 2019/20

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

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

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

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

Other key priorities for the Combined Authority and LEP in the 2019/20 municipal year included:

- Negotiating a mayoral devolution deal for West Yorkshire in the face of a potential cliff's edge in funding for 2020/21
- Implementing the government's LEP Review recommendations, including resolving geographical overlaps and board representations
- Co-developing a Local Industrial Strategy with the government
- Prepare for the country's exit from the European Union
- Develop a bid to the Transforming Cities Fund for transport infrastructure
- Closely follow developments in rail arising from the HS2 and Blake-Johnson reviews

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

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

Summary of 2019/20 Work Programme

12 July 2019	1. Local Industrial Strategy and Policy Framework
13 September 2019	1. Local Industrial Strategy and Policy Framework 2. Devolution negotiations update 3. LEP review and merger update 4. Budget and business planning for 2020/21 5. Brexit preparations
15 November 2019	1. Apprenticeships and the Skills Commission 2. Draft budget 2020/21 3. Local Industrial Strategy update 4. Devolution update
17 January 2020	1. Sale of bus companies 2. HS2 & Rail reviews 3. Transforming Cities Fund bid 4. Draft budget 2020/21
20 March 2020 (cancelled due to COVID-19)	1. West Yorkshire devolution deal 2. Corporate Plan 2020/21 and budget/performance monitoring
22 May 2020 (held as a workshop due to COVID-19)	1. Consultation – West Yorkshire mayoral devolution 2. Scrutiny arrangements in a mayoral combined authority

Working groups

To support its work this year, the Overview and Scrutiny Committee also set up two working groups to focus on the climate emergency and the evaluation of business grants and support schemes due to end this year.

Working groups are smaller groups of members that undertake scrutiny work outside of committee meetings and then report back to the main committee either through periodic updates at committee meetings and/or with a final end-of-task report when their work is complete.

	Business grants working group	Climate emergency working group
Members	Cllr Stephen Baines* Cllr Stephen Fenton Cllr Rosie Watson Cllr Geoff Winnard	Cllr James Baker* Cllr Kayleigh Brooks Cllr Dot Foster Cllr David Jenkins
Task	To evaluate the performance and outcomes achieved from the business support/grants schemes due to come to an end in the 2019/20.	To scrutinise the actions of the Combined Authority with regards to climate change and the declared climate emergency.

**Lead member*

2019/20 Highlights

This section outlines some highlights and contributions made by scrutiny in 2019/20.

Employment & skills: apprenticeships and the Skills Commission

The Committee invited the Chair of the Combined Authority, Cllr Susan Hinchcliffe, (who also chairs the national Skills Commission) and Chair of the Employment and Skills Panel, Rashik Parmar (of IBM Technology) to discuss their work and answer questions on the employment and skills landscape in West Yorkshire.

The Committee concluded, amongst other things, that:

1. It appeared the **national skills system is fragmented** and responsibilities lie with different organisations such as universities, colleges, health services and private sector employers **and accountability is largely outside of the direct control of local authorities** (and LEPs) – which must rely on good relationships and soft power influence.
2. This lack of direct control over the local system is more noticeable in West Yorkshire than in areas that have mayoral devolution deals, including Greater Manchester, where **mayoral devolution has resulted in greater responsibility for some skills funding** (such as Adult Education Budget) – though, even in these areas there are challenges over the level of funding and still limited remit over the local skills system.
3. **Mayoral combined authorities have access to unique funding** such as ‘gainshare’, akin to revenue funding, which is awarded on a per capita basis and **can be spent at the Mayor / authority’s discretion, including on skills programmes**, in line with its independent strategic priorities.
4. The ‘Future-Ready Skills Commission’, chaired by Cllr Hinchcliffe, has sought to address this imbalance by identifying the main challenges **and arguing for greater devolution and local control over skills**. The Commission released an interim report in November 2019 with the **final report expected by June 2020**.
5. Data on which non-public companies and organisations are subject to **apprenticeship levy (or have unspent funds) is private financial information** that government agencies cannot share with local authorities.
6. Therefore, **the LEP made approaches to employers directly through** an Apprenticeship Levy service which seeks to keep unspent levy funds in the region. **This approach has found some success with some local companies** such as Portakabin. It is the first company to commit funds and will support 12 engineering apprentices who would otherwise have been unable to continue with their courses.
7. It is important to effectively **utilise data to predict future skills demand early in order to supply the necessary skills before they materialise**, instead of being

reactive and also to design a system to ensure a 'pipeline' from education through to employment in growing sectors.

8. **Some challenges in school engagement have been reported** in the past but acknowledged that **the Combined Authority cannot dictate to schools** what they can and cannot do – and must rely on 'soft power' persuasion, relationship building and partnership working.
9. **The LEP/Combined authority is engaged with 184 (over 90%) secondary schools and colleges in the City Region** and a new 'Raising Aspirations' pilot (funded by the Business Rates Pool) has been developed to enable schools to pilot innovative approaches to raising the aspirations of their most disadvantaged young people.
10. Many schools are now part of larger academy trusts. In addition to school governors, **it is important to engage with the chief executives of academy trusts** who set the strategic direction and culture of the schools in their purview.
11. The **reduction in applications for the LEP's Apprenticeship Grant for Employers (AGE)** scheme is likely to have been in part **due to national funding changes** that have had a 'downstream' effect on the uptake in the scheme at a national level.
12. Despite the LEP's desire to do so, **it is not resourced – and does not have the remit - to monitor the apprenticeships** that are supported through the AGE scheme or empowered to influence the quality of them. This remains **the responsibility of the employers, providers and OFSTED**.
13. Whilst there is a lot of focus on connecting young people with new opportunities in the right sectors, **there are still many barriers that stop many people, particularly those not in education, employment or training ('NEETs'), from taking advantage of opportunities and programmes** being created – issues include young people with behavioural problems, people with mental health issues, those suffering from addiction and people involved with social services.
14. The **Combined Authority does not have the statutory remit to get involved in certain services and responsibilities that are legally the preserve of local authorities**. Much preventive work, particularly in social services, took place already within local authorities. The relevant partner authorities – and other bodies, such as the police – already work together on these issues through other forums.
15. The **Combined Authority is a partner authority that is equal to the other local councils** in the region and not above its constituent member councils in a hierarchy. It can **only perform the functions afforded to it either by legislation** or, if not covered in legislation, **by the consent of its member councils**.

Transport issues: sale of West Yorkshire bus companies, rail reviews and the Transforming Cities Fund bid

The Committee invited the Chair of the Transport Committee, Cllr Kim Groves, to discuss and answer questions on major emerging transport issues in West Yorkshire including the possible participation of the Combined Authority in the sale of the West Yorkshire bus companies.

The Committee concluded, amongst other things, that:

1. There is a **serious disproportion** in that **the Combined Authority spends around £70 million a year** (almost a fifth of its total spending) on bus services but **has very little control over the bus network**.
2. The **Combined Authority needs some degree of increased control over bus services if it is to deliver on its strategic objectives and promises**, such as increasing bus use, budget efficiencies in subsidies and tackling climate change.
3. The **Combined Authority is right to pursue all legal and feasible options** – pending technical advice – in order to **participate in the expected sale of bus companies in West Yorkshire**.
4. First West Yorkshire is largely profitable but there is a **disparity across districts where some urban areas, such as Leeds, are more profitable for the company than other areas**. Any buyer will seek to maximise commercial value, which is bigger in urban areas than in rural areas.
5. First is a large local employer and **any implications for employees must be taken into account regardless of what happens next**. It was felt that the **large pension deficit liability might be one of the possible factors behind the First company being put up for sale** and that this must be taken into account by any buyer or participant in the sale.
6. Legally speaking, the Bus Services Act 2017 says **a combined authority cannot form a company itself, or with others, to operate buses**. However, the Act is silent on whether a combined authority can purchase shares in a company that might run bus services.
7. **Participation is not limited to an outright purchase of the company**. It could consist of **purchasing strategic assets such as the bus depots**, which are essential to managing bus services. In Greater Manchester, Transport for Greater Manchester (TfGM) is considering purchasing the bus depots and franchising the services.
8. Franchising allows the authority to choose services, routes and fares but **only mayoral combined authorities can franchise bus services**. For non-mayoral combined authorities, the consent of the Secretary of State for Transport is required.
9. Like the issues in Northern rail, **the idea that public ownership or franchising of bus services is a magic bullet should be dispelled**. There is no cost-free or

quick solution to improving the bus network, including franchising. In any case, further public funding will be needed with investment in infrastructure and logistics.

10. There is still a large disparity within West Yorkshire in terms of transport infrastructure which limits some communities' options. **Many areas are lacking clean buses which Leeds has in abundance and other areas lack rail stations to access rail.**
11. Reliability and affordability are the public's priorities. **The current system is broken and buses are too unreliable and expensive**, especially if travelling on multiple buses and companies on a route. **Taxis are often cheaper and more reliable.**
12. **One large element in bus reliability is road traffic.** Work has been ongoing for some time on key bus route corridors to identify improvements in road infrastructure to help buses shorten journeys and time spent in traffic. **Infrastructure improvements on a corridor-by-corridor approach could be as transformative for West Yorkshire buses as any change in ownership or control of services.**
13. Despite the long-term downward trend in people using buses since the 1980s, there is still an optimism that bus patronage can be increased – particularly by targeting young people.
14. The **Combined Authority's simple-rate daily 'MyDay' ticket concession aimed at young people has led to a 55% increase in bus use** in that demographic. There is also other best practice to learn from in the North, such as in Liverpool where patronage has increased by 12% - though this requires further study.
15. While the Combined Authority has long argued for a mass transit system in Leeds and West Yorkshire, they do have an effect on bus services. **Greater Manchester has seen some issues of competition between tram and bus services.**
16. A need for increased reliability is something the public share with businesses and employers. An affordable, reliable bus network gets people to work on time, anywhere in the region. **The possibility of businesses and developers contributing to funding services should be explored more closely.**

Next steps in 2020/21

Next year, scrutiny will focus on mayoral devolution preparations and the implementation process – while maintaining an overview of other organisational developments, such as COVID-19 recovery plans.

West Yorkshire mayoral devolution

Mayoral devolution is the biggest change to the Combined Authority since its establishment in 2014 and scrutiny has a clear responsibility to scrutinise and maintain oversight of mayor ready preparations this year.

The public, central government and local authority partners will also expect that appropriate scrutiny and oversight of devolution and its implementation will take place.

Scrutiny's input into governance & decision-making arrangements, scrutiny arrangements, the assurance process & framework, financial arrangements & strategy and organisational planning in particular might be productive.

COVID-19 recovery

COVID-19 is one of the biggest crises the region has had to contend with in generations. The full implications of COVID-19 on the region and its economy are still to be determined but it is already clear that it will have a significant long-term impact.

The government has identified the Combined Authority as a key partner in the region's economic recovery efforts which will be overseen by a new West Yorkshire Economic Recovery Board, which is a working group of the West Yorkshire Combined Authority and brings together the region's local authority leaders with representatives from key partnerships and stakeholders.

Postponed reviews into business grants and climate emergency

Just prior to the outbreak of COVID-19 in the UK, the **climate emergency working group** had begun speaking to key private sector members and local academics and experts in order to gain some insight into what work on climate change is being done and what could be done better. Although COVID-19 interrupted the initial work, the committee has resolved to follow up on this issue in the coming year and finish its review and report.

The **business grants working group** had also just completed the evidence gathering stage of its review into the business grants and support schemes by making a series of site visits to local businesses across the city regions to interview SME business owners before the lockdown was imposed as a result of the COVID-19 outbreak. This naturally affected not just the review but the economic conditions and the experience of businesses that the review was investigating. Consequently, the committee will await the working group's interim report before determining next steps.

Find out more and get involved

Find out more about scrutiny at the Combined Authority and view agendas, reports and minutes, please visit the website here: <https://westyorks-ca.gov.uk/>

Scrutiny committee meetings take place in public and anyone is welcome to attend.

Get in touch

Scrutiny is keen to hear from members of the public on issues of concern in the West Yorkshire and York area that relate to the functions and responsibilities of the Combined Authority and Leeds City Region Enterprise Partnership (LEP).

You can contact scrutiny:

By email: scrutiny@westyorks-ca.gov.uk

In writing: Scrutiny Officer
Legal & Governance Services
West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Find out more

westyorks-ca.gov.uk

@WestYorkshireCA

+44 (0)113 251 7272

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

Date: 3 September 2020

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

Director: Alan Reiss, Director Policy Strategy & Communications

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

1 Purpose of this report

- 1.1 At the February 2020 meeting the LEP Board (“Board”) approved amendments to governance arrangements of the LEP and LEP governance documents, which included the Equality and Diversity Policy and Statement (EDS).
- 1.2 To adhere to the commitment within the EDS that it be reviewed by the Board as a minimum every year at the Board’s annual meeting and any changes or recommendations are to be agreed by the Board. The current Statement is at Appendix 1.
- 1.3 The EDS commits to the Board receiving an annual report outlining the measures taken in connection with Board and sub group membership recruitment and therefore contained within this report are details of these measures and subsequent outcomes of the Board and Panels refresh conducted in early 2020.
- 1.4 The EDS also requires that at its annual meeting, the Board identifies a member of the Board to act as **Diversity Champion**.

2 Information

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

2.4 This Policy and Statement are to be reviewed annually and this last took place at the February 2020 meeting when a commitment was approved to ensure that the Board would be compliant with the National Assurance Framework (NAF) and Government’s ‘Strengthened Local Enterprise Partnerships’ (Strengthened LEPs) review, by 31 March 2020 in regard to Leadership and capacity. The requirement being whereby at least one third of members of the Board are women with an expectation for equal representation by 2023 and that the Board should otherwise reflect the diversity of the City Region.

Recruitment of private sector Members

2.5 In order to comply with the requirements of the NAF and Strengthened LEPs, a recruitment exercise was carried out in late 2019/early 2020 to ensure that the diversity and representation stipulations were met. The Board agreed (6 June 2019) to appoint a recruitment consultant to progress the search and selection work. The recruitment process has focused particularly on driving inclusive leadership, with specialist measures to increase diversity.

2.6 A subsequent targeted recruitment campaign focused on seeking to attract a Board which reflects the diversity of the City Region. The main, but not exclusive, focus was to attract business leaders who represent key sectors (health tech, advanced manufacturing, digital and fin-tech) and to have high regard for our Diversity and Equality Policy.

2.7 The opportunity was advertised via the Yorkshire Post online as well as [womenonboards](#) and [NEDonboard](#). It was also extensively shared across our social media and LinkedIn and Board members were asked to do same. The advertisement included positive images of people of Black, Asian and Minority Ethnic (BAME) heritage and women, with a view to attracting a more diverse range of candidates. The following also assisted by cascading to their networks and/or members:

- | | |
|---------------------------------|--------------------------------------|
| 3M BIC | The LEP Network |
| Barclays Bank | Leeds Bradford International Airport |
| Bradford Chamber of Commerce | Leeds Chamber of Commerce |
| Bradford Council | Leeds City Council |
| Bradford Teaching Hospitals NHS | NHS Trust |
| Foundation Trust | Northern Power Women |
| Calderdale Council | OneMedical Care |
| Channel4 | PwC |
| DeliciouslyYorkshire | Seddon Construction |
| Deloitte LLP | Sky Leeds Dock |
| E3 Recruitment | Verity Housing |
| Forward Ladies | Wakefield Council |
| Herida Healthcare | Yorkshire Asian Business |
| Hull University Teaching | Association |
| Hospitals | Y&H Chambers of Commerce |
| Kirklees Council | York and North Yorkshire Chamber |
| KPMG | of Commerce |

2.8 This campaign resulted in **32 applications (13 female, 5 BAME)** from business leaders across the region (41% and 16% respectively of total applications). This compared to 17% and 9% respectively of total applications

at the last recruitment campaign in Autumn 2017. Of these 32 applicants, 11 candidates (6 female, 5 male, 2 BAME) met in early February 2020 with an Appointments Panel comprising the LEP Chair, an existing Private Sector representative, and a local authority representative, supported by the LEP's Director of Economic Services.

- 2.9 Subsequent recommendations of this Appointments Panel were to form a Board consisting of 18 members (13 private sector, 5 public sector). The Board approved these recommendations of appointment. With 18 members of whom **9 are female**, 9 are male, **5 BAME** this resulted in a Board composition which met the requirements of both the NAF and the Strengthened LEPs review and the commitment of the Board at their February 2020 meeting to the diversity agenda, which was made public record, to have a gender balanced Board by March 2020, three years ahead of the Government's deadline. The Board's previous composition had been 19 members, 8 female, 11 male and 3 BAME.
- 2.10 Recruitment of private sector panel members also took place alongside that of the Board. Appointments Panels for the Business, Innovation & Growth, Employment & Skills, Green Economy and Inclusive Growth and Public Policy Panels were convened throughout February and March 2020. As the Panels are Advisory Committees of the Combined Authority the Board was asked to recommend a total of 15 new private sector panel appointments to the CA at their meeting in June 2020. These appointments resulted in the total private sector membership of the LEP (Board and panels) being increased to 45 (previously 24). Of these 45 members, 15 are female and 5 BAME.
- 2.11 Following their appointment, induction sessions were provided to all new Board and panel members in May 2020.

Composition of the Board

- 2.12 The table in Appendix 2 details the composition of the Board.
- 2.13 In accordance with the Diversity Statement all private sector members of the Board and its sub groups received training which provided an overview of equality and diversity in August 2020.
- 2.14 The LEP will continue to monitor the composition of its Board and panels in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeted recruitment.

LEP Diversity Champion

- 2.15 The role of the LEP's Diversity Champion is to ensure that the Board understands its role in promoting diversity and eliminating discrimination, providing appropriate challenge and highlighting opportunities where advantageous.
- 2.16 A private sector member who fulfilled the role of the LEPs Diversity Champion took the decision to step away from the Board in January 2020 and therefore a new nomination for this position had to be considered.

- 2.17 The Chair invited expressions of interest for this vacant position. Kate Hainsworth responded and in order to ensure continuity her appointment to the position, with immediate effect, was proposed and approved at the February 2020 Board meeting.
- 2.18 The DES requires that at its annual meeting, the Board identifies a member of the Board to act as **Diversity Champion**. It is therefore proposed that Kate Hainsworth continues in this position.

Next steps on recruitment beyond 2020

- 2.19 In future a key, but not exclusive, focus will be to attract business leaders within the digital, creative, health, care sectors and social enterprise and to have high regard for our Diversity and Equality Policy. The requirement of equal representation on the Board will also apply for all future recruitment campaigns.
- 2.20 We will continue to research and reach out to BAME people and women in business networks in an attempt to attract a greater number of applicants for future recruitment campaigns. The LEP will continue to strive to do more proactive engagement to build on these networks, including those linked to BAME business communities.
- 2.21 Also in preparation for the next recruitment campaign, and to ensure full consideration of the Equality and Diversity Policy and Statement during this process, members of future Interview Panels will in turn also receive more in depth diversity and equality briefing, particularly around recognising unconscious bias, ahead of conducting future interviews.
- 2.22 Going forward, the LEP will continue to monitor the composition of its Board in this regard in order to enhance these measures and will seek to redress any imbalances through proactive targeting.

Wider Equality and Diversity activities

- 2.23 The Inclusive Growth and Public Policy Panel has a key role in advising the LEP Board on policy in relation to diversity, equality and inclusion matters, including in the context of issues around the Covid-19 pandemic and the regional economic recovery planning work being led by the West Yorkshire Economic Recovery Board. In particular, the Panel has recently identified the importance of the following:
- The global reaction to social injustices and inequality, including the Black Lives Matter movement;
 - People living in our most disadvantaged areas are twice as likely to die of Covid-19 than the wealthiest;
 - The sudden economic downturn (monthly GDP fell by 20.4% in April, the biggest monthly fall on record) and an uncertain recovery has created the potential for a lost generation of young people - unable to enter the labour market and becoming 'NEET' (those young people not in employment, education or training); and

- The important role played by the voluntary, community and social enterprise sector during the pandemic in terms of connecting with the people and communities that need the most assistance. It was suggested that a key role of the third sector should be to ensure the most excluded benefit from the economic recovery.

2.24 In terms of specific actions and ongoing work, the Panel is supporting the region's work on diversity, equality and inclusion in the following ways:

- *Working in partnership with the range of local, regional, and national organisations to create new and better actions*
 - The Panel comprises a diverse membership, covering the public, third and private sectors, and has provided policy advice to the West Yorkshire Economic Recovery Board, which is also comprised of a range of senior regional stakeholders and partners, in the preparation of the Board's recovery plan. The interventions contained in the plan therefore will make a positive impact in not just reducing, but eliminating, the unfairness individuals and communities in our region face in relation to the region's inclusive growth goals.
 - As part of ongoing learning and development, officers are exploring the potential for unconscious bias training for Panel members, potentially as a model to be rolled out to other regional Panels, Committees and Boards.
- *Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts*

It has also been recognised that the Panel should seek to further develop its role in supporting the work of other Panels and Committees, where appropriate, on the basis that:

- Inclusive Growth is inherently cross-cutting in nature – tackling inequalities is highly relevant to all areas of the LEP's work (including skills, business, green economy, and place) – therefore there is a need to make more explicit the role of the Panel in supporting other Panels and Committees to ensure they all deliver inclusive growth outcomes;
 - Identifying Inclusive Growth champions on each Panel would be useful in setting challenges and overseeing standards; and
 - The Panel could also provide a strong united voice to lead on related representations/challenges to Government.
- *Through the Combined Authority's role as the accountable body, monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes*
There is potential for the Panel to further develop its monitoring role:
 - Access to robust and comprehensive data sets is key and there is a need to be able to identify the risk groups, eg going beyond age groups into ethnicity, gender and place;
 - There are however currently limitations in terms of our understanding of the current socio-economic context;
 - Any regional delivery plans must be evidence based – such as better understanding impacts on Black, Asian and Minority Ethnic groups in terms of health and industrial sectors;

- The Panel will explore a fit for purpose indicator set, eg a dashboard or index, and in line with the emerging Strategic Economic Framework; and
- The finalised Economic Recovery Plan has also made initial steps towards a monitoring framework for measuring success, including in relation to the delivery of inclusive growth and equality related outcomes. This work will continue in tandem with the Panel's more focussed work on options for monitoring the delivery of inclusive growth and eliminating inequalities in the city region.

The LEP/Combined Authority as an employer

2.25 Internally the organisation has also taken actions to improve the profile of diversity issues within the workforce and our profile as an employer. These have included:

- A number of statements and increased communication to staff about our commitment to diversity from the Managing Director
- Enhancing role of a Senior Leadership Team Diversity Champion
- Beginning development of a Diversity intranet site
- Establishment of a BAME group of officers supported by and with links to the Senior Leadership Team
- A gender equality group being set up
- Revised recruitment processes developed and being rolled out to the organisation
- Improved monitoring of job applications received and appointments made
- Commitment to providing training on unconscious bias and diversity and inclusion
- More diverse images being used in our communications and on our communication channels

3 Clean Growth Implications

3.1 None.

4 Financial Implications

4.1 None.

5 Legal Implications

5.1 None.

6 Staffing Implications

6.1 None.

7 External Consultees

7.1 None.

8 Recommendations

- 8.1 That the Board notes and provides any comments on the contents of this report.
- 8.2 That the Board approves the attached Equality & Diversity Policy and Diversity Statement which forms part of the LEP's Assurance Framework.
- 8.3 That the Board approves Kate Hainsworth to continue in the position of LEP Diversity Champion.

9 Background Documents

- 9.1 None.

10 Appendices

- Appendix 1 - Leeds City Region Enterprise Partnership Equality and Diversity Policy including Diversity Statement
- Appendix 2 - Board composition
- Appendix 3- Combined Authority advisory committee private sector representatives

This page is intentionally left blank

Leeds City Region Enterprise Partnership (LEP)

Equality and Diversity Policy including Diversity Statement

Introduction

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

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

What is Equality and Diversity?

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

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

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

Commitment required

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

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

What we will do

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

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

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

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

Diversity Statement regarding LEP Board and Advisory Panel membership

It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise for private sector representatives is to promote and achieve representation that reflects the diversity, industry and geography of the region.

Selection of private sector representatives by the LEP Board for LEP Board membership will be on the basis of aptitude and ability, in accordance with the LEP's Recruitment and Appointment Procedure for Private Sector Representatives. The Recruitment and Appointment Procedure also covers appointments of private sector representatives to the Advisory Panels appointed by the Combined Authority which report to the LEP Board. We encourage applications from all diverse backgrounds

and endeavour to recruit openly from our community so that the LEP Board as a whole reflects regional diversity in terms of the protected characteristics.

Further to the National Local Growth Assurance Framework (2019) this statement acts as our commitment to ensure that by 2020 at least one third of members of the LEP Board are women with an expectation for equal representation by 2023. We are pleased to report that we have met both these commitments in 2020.

We ensure that all members of the LEP Board including any co-optees have equality and diversity training.

Responsibilities

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

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

At its annual meeting, the LEP Board identifies a member of the LEP Board to act as **diversity champion**. Their role is to encourage diversity and ensure that the LEP is acting in line with this policy (including the diversity statement).

The LEP Board **Members' Code of Conduct** requires each member of the LEP Board to act consistently with this policy (including the diversity statement). They are obliged by the Code not to do anything which may cause the LEP Board or the Combined Authority to breach any duty relating to equality or contribute to any failure to comply with the LEP's policy.

Combined Authority officers serve both the LEP and the Combined Authority. They must comply with the Combined Authority's **employee equality and diversity policy**.

Review and monitoring

This policy (including the diversity statement) is reviewed by the LEP Board as a minimum every year at the LEP Board's annual meeting, at which the LEP Board also receives an **annual report on diversity** discussing progress in encouraging diversity (including the gender balance) on the LEP Board, and how improvements can be made.

This page is intentionally left blank

LEP Board composition as at September 2020

Member	Geography	Sector	Business Size/Local Authority
Roger Marsh, OBE	Leeds	Professional Services	Large
Prof Shirley Congdon	Bradford	Higher Education	Large
Helen Featherstone	Wakefield	Culture	Medium
Kate Hainsworth	Leeds	Third sector	Medium
Amir Hussain	Bradford	Architect/professional services	Small SME
Rashik Parmar, MBE	Leeds	Technology	Large Corporate
Simon Pringle	Leeds	Commercial Strategy	Medium
Kamran Rashid	Bradford	Third Sector	Medium
Mandy Ridyard	Bradford	Manufacturing	Large
Mark Roberts	Leeds	Retail	Medium
Joanna Robinson	Bradford	Manufacturing	Medium SME
Kully Thiarai	Leeds	Culture	Medium
Andrew Wright	Huddersfield	Engineering	Medium SME
Cllr Judith Blake, CBE	Leeds	Public	Local authority
Cllr Susan Hinchcliffe	Bradford	Public	Local authority
Cllr Denise Jeffery	Wakefield	Public	Local authority
Cllr Shabir Pandor	Kirklees	Public	Local authority
Cllr Tim Swift	Calderdale	Public	Local authority

This page is intentionally left blank

Private Sector representatives on advisory panels (as at September 2020):

Panel	Private Sector Representative	Organisation	Sector	Current term of Office	Recommendation:
Business Innovation and Growth Panel	Andrew Wright (Chair)	Hainsworth Ltd	Manufacturing	30 April 2023	
	Martin Booth	Witt UK Gp	Manufacturing	31 December 2023	
	Will Roebuck	eRadar	Urban/rural digital	14 December 2020	
	Mike Danby	Advanced Supply Chain	Distribution	31 December 2020	
	Philip Wilson	Slipstream Design	Digital	31 December 2020	
	Simon Wright	Yorkshire Bank	Financial Services	31 December 2020	
	Richard Paxman	Paxman Coolers Ltd	Manufacturing	30 April 2023 (with a further 3 year option)	
	David Sidlow	BorgWarner Ltd	Manufacturing	30 April 2023 (with a further 3 year option)	
	Andy Peterson	Communis	Digital Comms solutions	30 April 2023 (with a further 3 year option)	
	Amir Hussain	Yeme Architects	Creative	30 June 2023	
	Stephen Barker	Tarmac	Construction	30 June 2023 (with a further 3 year option)	

53

Private Sector representatives on advisory panels (as at September 2020):

Panel	Private Sector Representative	Organisation	Sector	Current term of Office	Recommendation
Employment and Skills Panel	Rashik Parmar (Chair)	IBM Academy of Technology	Digital	30 April 2022	
	Martin Booth	Witt Group Uk	Manufacturing	31 December 2023	
	Glynn Robinson	BJSS	Digital	31 December 2020	
	Simon Barratt	Barog Games Lab	Digital	31 December 2020	
	Mark Cowgill	Exa Networks	Digital	30 April 2023 (with a further 3 year option)	
	Orlagh Hunt	Yorkshire Building Society	Financial services	30 April 2023 (with a further 3 year option)	
	Richard Mason	Burberry	Manufacturing & retail	30 April 2023 (with a further 3 year option)	
	Liz Needleman	BT	Communications & digital	30 April 2023 (with a further 3 year option)	
	Amanda Stainton	Portakabin Ltd	Manufacturing	31 May 2023	
Claire Paxman	Paxman Coolers Ltd	Manufacturing	30 June 2023 (with a further 3 year option)		

Private Sector representatives on advisory panels (as at September 2020):

Panel	Private Sector Representative	Organisation	Sector	Current term of Office	Recommendation
Green Economy Panel	Simon Pringle (Chair)	Project Rome	Commercial strategy/innovation	30 April 2023	
	Bill Firth	emr group	Infrastructure/energy	31 December 2020	
	Natasha Luther-Jones	DLA Piper	Legal	31 December 2020	
	Alice Owen	University of Leeds	Higher Education	31 December 2020	
	Richard Goodfellow	Addleshaw Goddard	Legal	30 April 2023 (with a further 3 year option)	
	Ben Tongue	NHS Digital	Health/Digital	30 April 2023 (with a further 3 year option)	
	Leah Stuart	Civic Engineers	Engineering	30 April 2023 (with a further 3 year option)	
Inclusive Growth and Public Policy Panel	Kate Hainsworth	Leeds Community Foundation	Third Sector	30 April 2023 (with a further 3 year option)	
	Claire Harrison	Care Quality Commission	Digital / Health & Social Care	30 April 2023 (with a further 3 year option)	
	Sam Keighley	Yorkshire Sport Foundation	Culture	30 April 2023 (with a further 3 year option)	

Private Sector representatives on advisory panels (as at September 2020):

Panel	Private Sector Representative	Organisation	Sector	Current term of Office	Recommendation
Inclusive Growth and Public Policy Panel	Karl Oxford	African & Caribbean Business Ventures Ltd	Third Sector	30 April 2023 (with a further 3 year option)	
	Kamran Rashik	30 Chapel Street Ltd	Third Sector	N/A	To nominate to the panel for a term of office to 30 September 2023 (with a further 3 year option)
	Kully Thairai	Leeds 2023	Culture	N/A	To nominate to the panel for a term of office to 30 September 2023 (with a further 3 year option)
Place Panel	Andrew Latchmore	Shulmans	Legal/ Professional services	14 December 2023	
	Amir Hussain	Yeme Architects	Creative	30 June 2023	
	Helen Featherstone	Yorkshire Sculpture Park	Culture	N/A	To nominate to the panel for a term of office to 30 September 2023 (with a further 3 year option)

Private Sector representatives on advisory panels (as at September 2020):

Panel	Private Sector Representative	Organisation	Sector	Current term of Office	Recommendation
Business Investment Panel	Simon Wright	Yorkshire Bank	Financial Services	31 December 2020	
	Michael Allen	NatWest	Financial Services	3 January 2021	
	Jonathan King	Medusa Holdings Ltd	Manufacturing	3 January 2021	
	Marcus Mills	Principle Global	Digital	3 January 2021	
	Gareth Yates	Ward Hadaway	Professional Services	3 January 2021	
	Colin Glass	WGN	Professional Services	26 September 2021	

This page is intentionally left blank



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

Date: 3 September 2020

Subject: **Annual Review 2019/20**

Director: Brian Archer, Director of Economic Services

Author: Brian Archer, Director of Economic Services

1. Purpose of this report

1.1 To note the achievement and work undertaken by the LEP during the 2019/20 financial year.

2. Information

2.1 The LEP produces an annual review summarising the work undertaken by the partnership each year. The full review can be found at Appendix 3 of agenda item 15.

2.2 A verbal summary of annual performance will be provided by the Chairman and Chief Executive.

3. Clean Growth Implications

3.1 There are no clean growth implications directly arising from this report.

4. Financial Implications

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

5. Legal Implications

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

6. Staffing Implications

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

7. External Consultees

7.1 No external consultations have been undertaken.

8. Recommendations

8.1 That the Board note the successes achieved by the LEP in 2019/20.

9. Background Documents

9.1 None.

10. Appendices

10.1 None.

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

Date: 3 September 2020

Subject: **Public Question Time**

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

Author(s): Racheal Johnson, Head of Communications and Engagement

1. Purpose of this report

- 1.1 To provide LEP Board members with an overview of the LEP Question Time session, which will take place at the LEP's annual meeting.

2. Information

- 2.1 A requirement of the Government's *Strengthened Local Enterprise Partnerships* review is that all Local Enterprise Partnerships hold an annual meeting at which the public has the opportunity to ask questions of the LEP Board.
- 2.2 The Leeds City Region Enterprise Partnership has agreed to hold a public Question Time session lasting up to 30 minutes as part of its virtual annual meeting on 3 September.
- 2.3 Businesses and members of the public have been asked to submit questions to the LEP Board via social media using the hashtag #AsktheLEP or by email. Questions will be read out at the virtual meeting by the Combined Authority's Managing Director, Ben Still. Written answers will be published on the LEP website by Monday 5 October, along with answers to any questions that cannot be discussed in the meeting due to time constraints. The LEP Board is committed to providing all questions with a direct response, and publishing these responses on the LEP website.
- 2.4 To encourage participation, the LEP Question Time opportunity has been publicised using the LEP's and Combined Authority's social media channels and through direct emails to Business Communications Group members.

3. Clean Growth Implications

- 3.1 None.

4. Financial Implications

4.1 None.

5. Legal Implications

5.1 None.

6. Staffing Implications

6.1 None.

7. External Consultees

7.1 None.

8. Recommendations

8.1 That LEP Board members note the contents of this report and responds to any questions posed by the public during the allocated agenda item.

9. Background Documents

9.1 None.

10. Appendices

10.1 None.

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

Date: 3 September 2020

Subject: **Economic Reporting**

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

Author: James Hopton, Economic & Transport Analysis Manager

1. Purpose of this report

- 1.1 To provide an update on the latest economic and business intelligence for the Board, and to update the Board on the latest activity and intelligence around understanding the impact of COVID-19 since the Board's July meeting.

2. Information

Recent local developments

- 2.1 Following increases in the rate of COVID-19 infections in some areas, local restrictions were imposed in areas in the north of England from 31st July, including Bradford, Calderdale and Kirklees. As yet, there is little evidence of the impact of local restrictions in the data. West Yorkshire wide transport trends continue to show a gradual increase with bus patronage and Leeds Station footfall up 5% in the week to August 9th.
- 2.2 Air quality data, which can be used as a proxy measure for traffic levels, increased slightly or remained stable across most sites through early August as local restrictions were implemented and advice on office working changed. A notable exception was an increase in concentrations on Claypit Lane in Leeds between August 1st and August 9th, potentially suggesting an increase in people returning to the office.
- 2.3 National and locally, out of work benefit claims increased by 3% in July after a brief plateau in June. All West Yorkshire councils except Wakefield have claimant rates above the national average. Bradford has seen the biggest increase in claimant rate since March.
- 2.4 The UK economy is officially in recession, with UK GDP falling by a record 20.4% in Q2 2020, with falls of around 20% in the service sector and manufacturing, and by 35% in construction. More positively, June monthly GDP figures showed stronger growth than many expected with output up 8.7%.

- 2.5 Locally, the proportion of businesses with high risk credit ratings is back close to March levels, according to data from Bureau van Dijk's FAME business database, potentially indicating improved conditions though this is far from a definitive indicator. Despite this, risk levels remain particularly elevated compared to March in accommodation & food and to a lesser extent professional services, information & comms and manufacturing. 40% of businesses spoken to by the LEP's Growth Managers in the past fortnight still report reduced operations, and two thirds have some staff on furlough.
- 2.6 Data on the take up of COVID-19 related grants and loans shows take up of support has been proportionally highest in Bradford constituencies, most notably Bradford East and West. This may indicate higher levels of need in these places, though other factors will influence take up.
- 2.7 Data on new business bank accounts shows a sharp recovery in activity in June. This is a proxy measure of start up activity and suggests that some people may be looking to set up businesses as wider employment prospects are limited – this trend was evident in 2008-12, though it can't be certain that this is what is driving this increase which could also reflect delayed activity from March/April.
- 2.8 The Research & Intelligence Team have launched an online business survey to gain more structured intelligence around how businesses have felt the impact of COVID-19, how they have responded, and their future plans for returning to work and adapting to changing circumstances. This will be used to support the LEP's recovery response work.

3. Clean Growth Implications

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

4. Financial Implications

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

5. Legal Implications

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

6. Staffing Implications

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

7. External Consultees

- 7.1 No external consultations have been undertaken.

8. Recommendations

- 8.1 The Board are asked to note the latest intelligence around the economic impacts of COVID-19 and consider how this relates to their work and future work plans.

9. Background Documents

None.

10. Appendices

Appendix 1: Leeds City Region COVID-19 monitor – 14 August 2020

This page is intentionally left blank

14th August 2020

Introduction

- This report presents the latest developments with regard to Covid-19 for Leeds City Region. It draws on a number of official and unofficial data sources to present the latest intelligence and is primarily focused on the economic impacts.
- It includes analysis of anecdotal evidence from interactions with businesses, and it is recognised that this analysis is based upon subjective views from those businesses which may or may not reflect the views of the wider business community.
- In some cases, data is presented for a single authority or area. In those instances, further data is being sought to enable more comprehensive analysis of other areas. Please send any data to contribute for analysis or any comments on this report to Research@westyorks-ca.gov.uk.

Key developments and insights

The prevalence of COVID-19 is higher in many areas of the north, including West Yorkshire

- **National:** The COVID-19 infection rate nationally has increased in the week to August 7th, and local restrictions have been implemented in some areas.
- **Local:** Rates remain higher than the national average in all West Yorkshire council areas, though trends vary since the implementation of local restrictions. There is as yet little evidence of any impact on economic or transport activity following the introduction of local measures but this will continue to be monitored.

Unemployment continues to rise

- **National:** Whilst the official unemployment rate remains close to a record low, the number of people claiming out of work benefits has more than doubled (up 114%) between March and July. The number of claimants increased by 3% in July compared to June, following a relatively stable position the previous month.
- **Local:** The number of people claiming out of work benefits increased by 3% in West Yorkshire and the wider City Region between June and July following a stable position the previous month. There are now 108,500 claimants in West Yorkshire and 131,100 claimants in Leeds City Region, up 90% and 96% respectively on March.

The economy is officially in recession. Signs of recovery in June, but it is slow and patchy

- **National:** UK GDP fell by 20.4% in Q2 2020, the biggest quarterly fall since records began in 1955. Construction was hardest hit, down 35%, with the service sector declining by 20% and production down 17%. This confirms the UK is officially in recession, though output grew by 8.7% - faster than many analysts expected – as activity recovered.
- **Local:** Although a majority of businesses spoken to in the past two weeks say they are now open as normal, 40% continue to report operating at significantly reduced capacity. The number of businesses with high risk credit ratings has fallen back close to March levels, but some sectors still see elevated levels of risk, most notably hospitality.

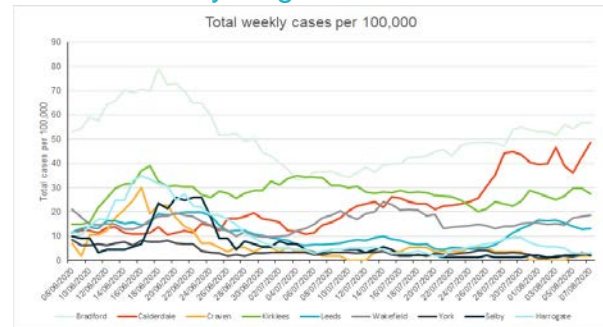
Take up of financial support may indicate prevalence of at risk sectors, and wider demand for support

- **National:** Take up of COVID-19 related grants has been highest in areas with significant tourism / consumer facing sectors, businesses in urban areas are more likely to have used loan schemes.
- **Local:** Constituencies in Bradford have seen the highest take up of grants and loans as a proportion of total businesses, though a range of factors may explain why this is the case (see page 4-5).

Developments in Leeds City Region

Total weekly cases of Covid-19 per 100,000 people in Leeds City Region

The graph on the right shows the weekly cases of Covid-19 per 100,000 from 8th June to 7th Aug. Across the Leeds City Region the growth in cases per 100,000 people has slowed slightly with the Leeds City Region figure being 24.9 (WY: 30.5) per 100,000 up from 24.2 (WY: 29.6) a week earlier – an increase of 3%. Trends are mixed across the areas where local restrictions are in place though infection rates in Kirklees have stabilised in the past week.

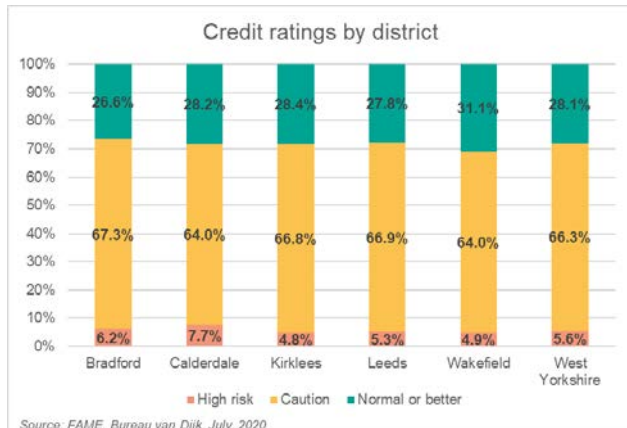
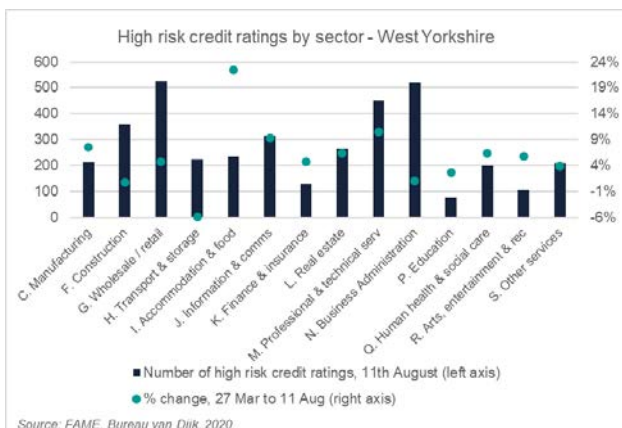


Within West Yorkshire, Calderdale and Wakefield have seen the steepest increases between 1st August to 7th August. Leeds has shown a decreasing number of cases now at 13 per 100,000, but all West Yorkshire areas continue to have rates above the national average.

Business and economic impacts

The number of companies in West Yorkshire with high risk credit ratings fell from 5,050 in mid-July to 4,030 according to data from FAME business database. The proportion of companies with high risk ratings is 5.6%, practically back in line with the 5.5% seen in late-March. The number of high risk ratings has fallen in all West Yorkshire council areas in the past month, but ranges from 3.8% above March levels in Bradford to 8.1% in Wakefield.

There is variation by sector, with accommodation & food seeing a 22% increase in high risk ratings since March. Professional services (10.5%), information & comms, 9% and manufacturing (7.5%) all have higher levels of risk than in March though in absolute terms wholesale and retail (524) and business administration (520) have the highest numbers of companies with high risk credit ratings.

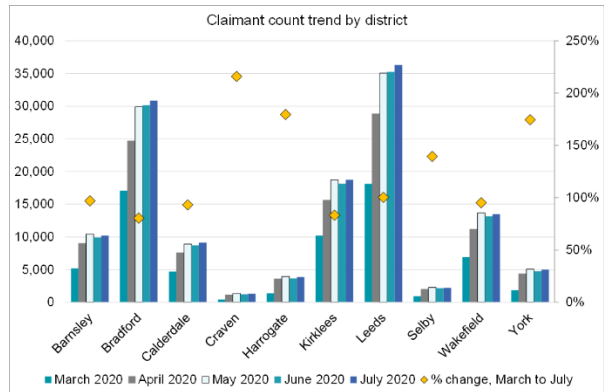
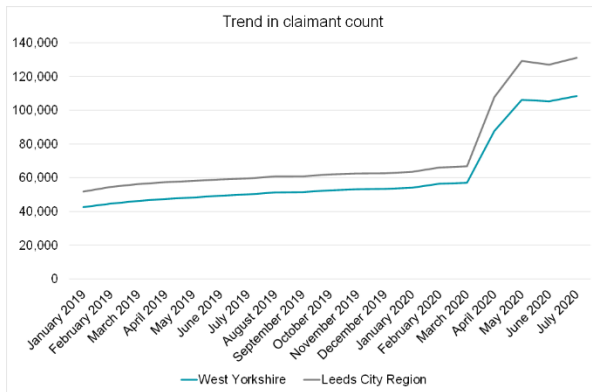


Local labour market

The number of people claiming out of work benefits increased by 3% in July across all of Leeds City Region (up 4,000), West Yorkshire (up 3,100) and nationally (up 73,000).

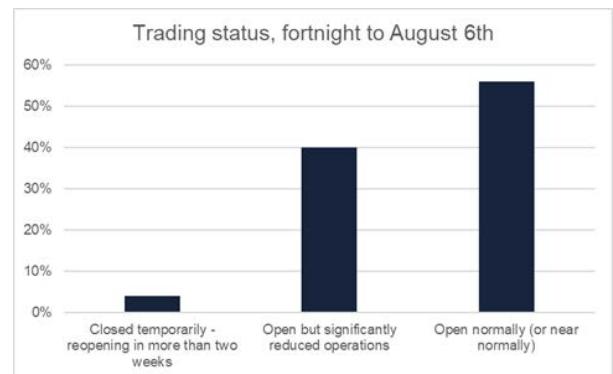
Comparing July 2020 with the pre-lockdown period in March 2020 the number of claimants has increased by 64,300 (96%) in Leeds City Region and by 51,400 (90%) across West Yorkshire. The national average increase is 114%. This means there are now 131,100 claimants in Leeds City Region and 108,500 claimants in West Yorkshire, compared with March figures of 66,800 and 57,100 respectively.

Between March and July the claimant rate (expressed as a proportion of adult residents) rose from 3.5% to 6.8% in the City Region and from 3.9% to 7.4% in West Yorkshire. Both areas' rates remain above the national average claimant rate of 6.5%.



Local business insight

The number of business interactions reported on this week is lower than in recent weeks, perhaps reflecting the onset of summer holidays. However, over the past fortnight 56% of businesses spoken to have said they are open normally, and 40% are open with significantly reduced operations.

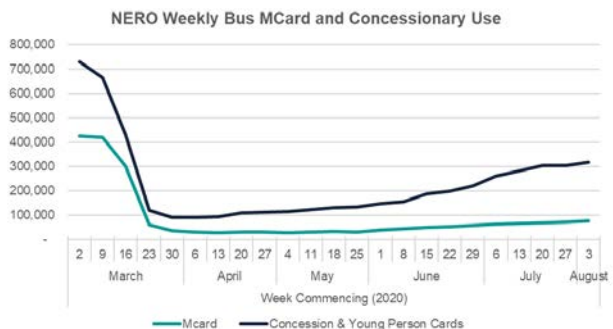


Whilst other evidence is anecdotal, the majority of other companies spoken to are manufacturers, who consistently report that demand remains significantly below pre-COVID levels though some aspects of business remain busy.

Local Bus Patronage

For the week beginning Monday 3rd August 2020, the combined level of MCard and concessionary fare use shows a **reduction of 66%** against the week beginning 2nd March 2020, **an increase of 5%** against the previous week.

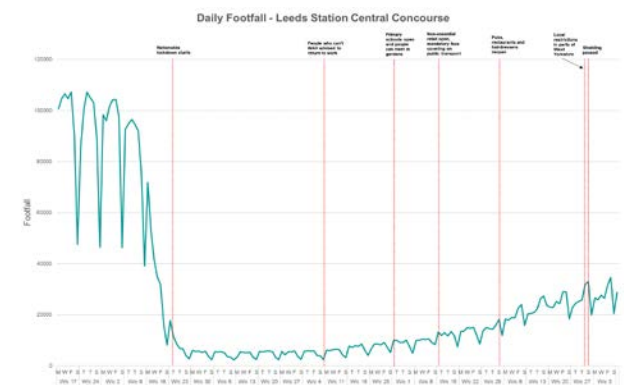
Source: WYCA NERO Reports



Leeds Station Footfall

Data from Network Rail shows total daily footfall levels on Leeds Station Central Concourse. For the week beginning Monday 3rd August 2020, this shows a **reduction of 70%** against the week beginning 2nd March 2020, **an increase of 5%** against the previous week.

Source: Network Rail / Station Capacity Team
stationcapacity@networkrail.co.uk

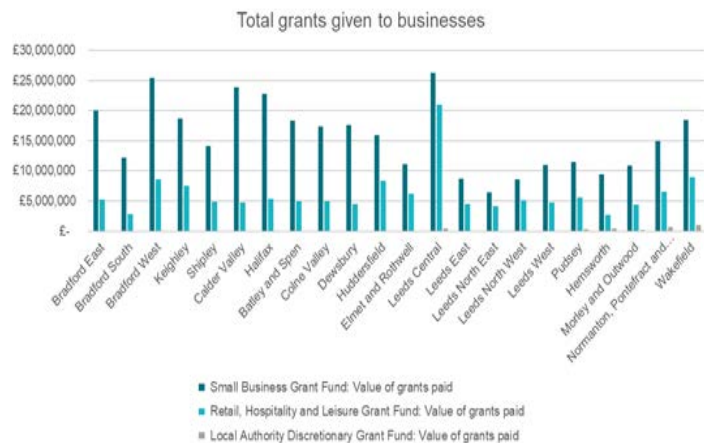


Local insight and analysis

COVID-19 Grants and Loans given to businesses

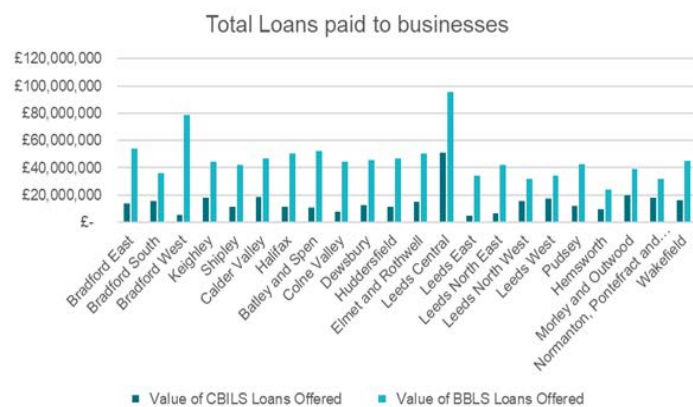
- In response to COVID-19 a range of grants and loans have been made available to support businesses through this period. These grants include the Small Business Grant Fund (SBGF), Retail, Hospitality and Leisure Grant (RHLGF) and Local Authority Discretionary Grants (LADGF). These grants have been funded by government but administered by local authorities.
- Government have recently published data on the take up of these grants by parliamentary constituency. The British Business Bank have published similar analysis of take up of the two most frequently used loan products – the Coronavirus Business Interruption Loan Scheme (CBILS), which provides loans of up to £5m to SMEs, and the Bounce Back Loan which provides facilities up to £50k.
- This analysis looks at the data for the 22 constituencies in the West Yorkshire area.

Looking at grants, the SBGF has been the most used with £344m given out to 34,431 businesses in West Yorkshire – eligible businesses consistently claimed the available £10k. The other grants had narrower focus. For the RHLGF £136m has been given out to 6,921 businesses. LADGF is the lowest amount with £4m given to 739 businesses. On average the businesses have been given between £17,000 to £25,000 on the SBGF and £5,000 to £8,000 on the LADGF.



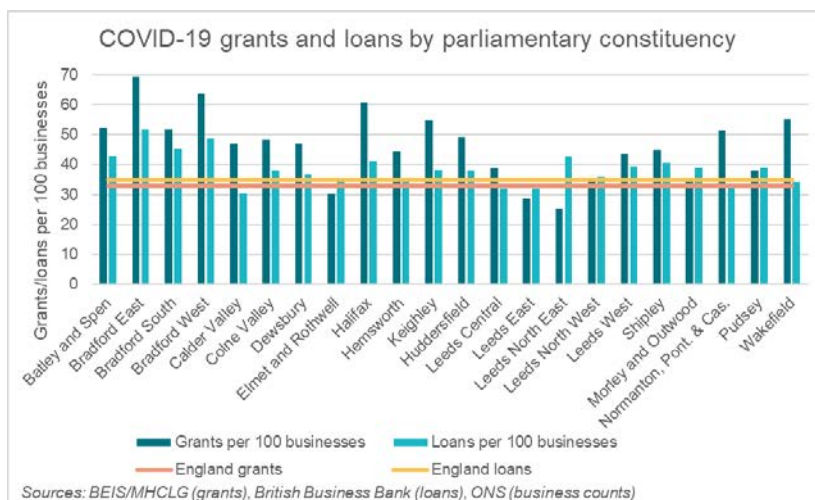
Leeds Central constituency has seen the highest value of grants paid to the highest number of businesses at £47.6 Million to 3,677 businesses, followed by Bradford West. Leeds North East has seen the lowest amount at £10.7 million to 868 businesses.

The two loans for which data is available – CBILS and Bounce Back Loans - represent the bulk of the support given to businesses in response to COVID-19. Between the two schemes, facilities worth £1.34 billion were offered to 34,803 businesses in West Yorkshire.



Most of these loans was given out on the Bounce Back Loan scheme which represents £1.03 billion to 33,317 businesses while the CBILS scheme accounts for £325 million to 1,486 businesses.

- On average between £29,000 to £33,000 was given to businesses on the BLS. CBILS has given much more per businesses on average between £100,000 to £400,000 per businesses in the region.
- Again, Leeds Central saw the highest value of loans offered on both schemes. However, this in part reflects the scale of activity taking place in that constituency.
- The below chart looks at the number of businesses securing grants and loans secured as a proportion of all businesses in the constituency. This is a crude analysis, as some facilities are not available to all businesses, and some businesses will have used more than one scheme so will be double counted.
- However, it potentially indicates areas where the need for support has been greater, whether as a result of higher prevalence of sectors for which specific support is in place (such as retail and hospitality – most of the places receiving where businesses were more likely to receive grants on this measure were tourist hot spots such as St Ives, North Norfolk and Scarborough & Whitby), or where businesses have been more likely to seek additional bank finance (eight of the top ten places where loans were most prevalent were in London, with the other two in Manchester and Birmingham).



- However, it is also potentially influenced by other factors such as businesses' awareness of the support on offer, the systems and contacts in place for them to access that support, and businesses' assessment of the attractiveness or appropriateness of the support.
- This analysis shows that businesses in Bradford constituencies have been the most likely to take up support, with Bradford East having 69 grants offered for every 100 businesses, more than double the 33 per 100 national figure. Bradford East also had the highest take up of loans, at 52 per 100 businesses, compared to 35 nationally.
- Bradford West is second on both measures, with Bradford South third for loan take up. Halifax, Wakefield and Keighley have the third, fourth and fifth highest take up of grants per 100,000 businesses. Leeds North East had the lowest take up of grants on this measure, but the fifth highest take up of loans.

This page is intentionally left blank

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

Date: 3 September 2020

Subject: **COVID-19**

Director: Brian Archer, Director of Economic Services

Author: Henry Rigg, Head of Business Support

Purpose of this report

- 1.1 Present the Leeds City Region Enterprise Partnership Board (LEP) with current progress on the delivery and development of products and services in response to the COVID-19 crisis.
- 1.2 To present the first iteration of the West Yorkshire COVID-19 Economic Recovery Plan for endorsement by the Board.
- 1.3 Due to the fast-moving nature of this agenda item, verbal updates will also be given at the meeting.

2. Information

Context

- 2.1 Although it is too soon to define what will happen to the economy over the coming months, our response work and recovery planning to date has responded to significant evidence and intelligence gathered on a number of important issues being collected and collated in a weekly published monitoring report. Key issues raised to date include:
 - Cash flow and immediate access to finance
 - Implications for employment, self-employment and the skills system, with particular links to the furlough situation moving forward
 - Lockdown issues related to output and activity
 - Safe return to work as some lockdown measures are eased
 - Pressures for the transport system and on town/city centres

Business Support and Engagement

- 2.2 The Combined Authority/LEP continues to see ongoing high demand from businesses and individuals resulting from the COVID-19 crisis. For example,

the Growth Service (renamed Business Support Service) dealt with over 4,000 enquiries from businesses in the period from the end of March 2020 through to early August 2020 (a 65% increase on the corresponding period of the previous year).

- 2.3 Since late July 2020, the volume of enquiries rose significantly in line with levels experienced in early April 2020 i.e. 80% increase on the corresponding period from the previous year. This was mostly due to the Government announcement regarding £20m of additional funding being available for small businesses in response to the impact of COVID-19 (more details below). It also coincided with some Local Authorities launching the second round of their Discretionary Grants Schemes, which also resulted in high customer traffic to the Gateway, particularly from businesses in Leeds.
- 2.4 In addition to enquiries about the above grants, the other most common issues that businesses contacting the Gateway are facing include: - cashflow management and access to finance, the ongoing changes to furlough arrangements between now and the Autumn, safe/secure home-working and return to work measures.
- 2.5 Further to the above, the team of 21 SME Growth Managers (funded by the Combined Authority/LEP as part of the Business Support Service delivery model) continue to support their own circa 1500 SME clients. This has included providing intensive support to over 700 businesses in the first four months of 2020/21, which is considerably above their collective annual target.
- 2.6 Growth Managers have also supported Local Authorities to distribute business rates related grants across the City Region. By early August 2020, the Local Authorities of West Yorkshire had delivered over £500m of the grants to over 36,000 businesses. They have also awarded over £5m of Discretionary Grant Fund allocations to over 1000 businesses, including private day nurseries, suppliers to retail, leisure and hospitality and manufacturers, alongside those in shared service centres and some charities.
- 2.7 The Digital Resilience Voucher scheme is underway as part of the wider Digital Enterprise programme, providing grants of up to £5,000 to small firms to support with the cost of ICT equipment, and associated software, in the process enabling more effective and secure remote working. As previously reported, the scheme has been popular with over 500 applications with a collective value of almost £2m received in just one week. As a result, colleagues from across the Economic Services Directorate, and indeed from other parts of the Combined Authority, have been allocated to appraise applications on a temporary basis, with over 100 being awarded to date.
- 2.8 The Government has now approved the LEP's proposal for an additional £187.500 of Growth Hub uplift funding for 2020/21. This will be used to bolster the Gateway's capacity to service the expected ongoing high demand from firms for support related to COVID-19 and EU Transition. It will also provide funding for a project to provide 'hands on' guidance and advice to small businesses with matters related to cyber security. Both the Digital Board and

the Business, Innovation and Growth Panel have recently emphasised the need for such support as more small firms adapt to the current situation by using a range of ICT kit and platforms to work remotely. A partner will shortly be procured to deliver the project through to April 2021, after which it is expected that the support will be incorporated within the Digital Enterprise programme and delivered through to 2023. The Combined Authority has worked closely with the National Cyber Security Centre on the development of the tender specification, and the working relationship will continue throughout the duration of the project.

- 2.9 In addition to the above, the Business Support Team is working closely with colleagues in the York and North Yorkshire LEP and MHCLG to develop and deliver a new support scheme for SMEs impacted by COVID-19. Building on the LEP's earlier voluntary coaching scheme delivered in the first quarter of 2020/21, this will involve an allocation of circa £1.3m for West Yorkshire made available to firms in the form of small grants of between £1,000 and £3,000. The grants will be used to purchase specialist advice from private sector consultants to help firms formulate recovery plans, and could include support with legal, contractual, HR, health and safety and digital / technology matters. Small capital grants to help firms adapt to new trading arrangements, including ICT and safe-working investments, are also allowable, but the applicants must clearly demonstrate how these will aid COVID-19 recovery and resilience.
- 2.10 The Combined Authority has agreed to act as the accountable body for North Yorkshire's allocation of the above funding (circa £500,000) as there are no current eligible projects in delivery covering that geography to which the new monies can be linked. Ringfenced allocations have been made available in both regions specifically to support SMEs in the visitor economy, with £320,000 for West Yorkshire and £260,000 for North Yorkshire. Consultation with Local Authority tourism leads and other stakeholders, including Welcome to Yorkshire, is ongoing, raising awareness of the support and shaping the criteria. The grants for both regions are expected to be available to businesses in September 2020 with funding available until the end of March 2021.
- 2.11 An extension to the current Peer to Peer programme being delivered via the Business Growth Service will also commence in September 2020 with new Peer Networks funding from the Department for Business, Energy and Industrial Strategy (BEIS). This will involve six cohorts of between six and eleven SMEs participating in a structured programme of one-to-many group support and one-to-one coaching. It will provide the owner-managers with the opportunity to receive constructive feedback and guidance from peers on their business plans, and to offer that in return in a trusted and confidential setting. The delivery will commence from the Autumn and run through until the end of March 2021, with an impact evaluation being undertaken nationally by BEIS.
- 2.12 It is also important to stress that the wide range of products and services available to businesses in the City Region are still being accessed, with over 50 applications for grants related to new equipment, property expansions, the development of new products / process, diversifying into new markets (domestic and global) and resource efficiency having come forward since late

March 2020. There has been a particularly high number of grant applications from businesses in the food and drink manufacturing sector since the start of June 2020, with over £750,000 of investment being made in the City Region with a commitment to create over 70 new jobs in total. Applications from the wider manufacturing sector, particularly medical-related products and some areas of engineering, have also been relatively high. However, other parts of the wider sector that have previously been a good source of applications (e.g. automotive, aerospace and some areas and defence-related) have declined.

- 2.13 Grant-recipients will continue to be linked directly to the Employment Hubs and other employment and skills provision available from the LEP and its partners. Furthermore, guidance and funding for businesses related to innovation, productivity, sustainable travel planning (including active travel) and skills development, continues.
- 2.14 The LEP continues to engage with over 30 of the region's largest businesses to protect employment and operations in the COVID-19 crisis, providing a useful conduit for intelligence on likely economic shocks and challenges. It is also helpful in assessing how the Government's emergency measures are working and how businesses are recovering as lockdown begins to lift. Current trends include: measures being taken to facilitate active travel and allow employees to return to work, the technical aspects of the furlough scheme as it evolves and how businesses are considering the legal practicalities surrounding the Government guideline on providing a safe working environment for employees.

Employment and Skills support

- 2.15 With 130,000 Universal Credit claimants and an estimated 344,000 people on furlough in Leeds City Region, a further increase in redundancies is anticipated. Some national projections applied to the city region would suggest that another 60,000 jobs will be immediately at risk as the Government's Job Retention Scheme (furlough) winds down.
- 2.16 In the Chancellor's summer statement, the following measures were announced to address this national issue:
- £9 billion Jobs Retention bonus: £1,000 bonus for every employee that returns from furlough and is paid a minimum £520 per month November to January. Paid in February 2021.
 - £2 billion Kickstart Scheme to create jobs for 16-24 year olds to fund six months work placement for around 350,000 young people.
 - o For each Kickstarter job, the government will fund 25 hours' work a week at the National Minimum Wage. Employers will be able to top up that payment if they wish.
 - o Payments to employers for new jobs only for 6 months, equivalent to £6,500 per new job - no cap on number of placements.
 - o Applications will open in August and the scheme will run until December 2021

- Apprenticeships - next six months employers will be paid to create new apprenticeships, £2,000 per apprentice plus £1,500 for over 25s. This is in addition to the existing £1,000 payment for 16-18-year-old apprentices.
 - 30,000 traineeships for 16-24-year olds - £1,000 incentive for employers, and £1,500 for under 25s
 - Employment support; doubling of front line staff at job centres, as well as an extra £32 million for recruiting extra careers advisers and £17 million for sector work academies in England to triple places. In total, an additional £1 billion support for DWP
- 2.17 Local Authorities and the Combined Authority work closely with Jobcentre Plus and will continue to engage as more details emerge about the national programme to ensure that support for individuals is as seamless as possible and to identify any gaps.
- 2.18 As per previous updates, the existing part-ESF funded Employment Hub programme delivered by the Combined Authority and Local Authority partners, has been swiftly adapted to match jobseekers to opportunities across the region and expand its support for businesses. More information and online enquiry forms can be found for businesses at the-lep.com/employment-hub and jobseekers at futuregoals.co.uk/careers-support
- 2.19 As reported at the last meeting, the Combined Authority's adult re-training programme, [re]boot, is targeting individuals who are currently furloughed or looking for an opportunity to re-train. These are aligned to areas with greatest growth opportunities and new courses are being developed with employer involvement. Recent graduates, school leavers and people on furlough are particularly being targeted for re-training support through 24 online courses. <https://futuregoals.co.uk/lep-skills-support-during-lockdown/>
- 2.20 Learning at home careers resources, aimed at students aged 11-18, have been well-received by schools and downloaded by hundreds of young people, parents and teachers. <https://futuregoals.co.uk/spotlight/>

Economic Recovery

- 2.21 As has been reported previously, the longer-term planning for economic recovery for West Yorkshire is being overseen by a West Yorkshire Economic Recovery Board¹, which is a working group of the West Yorkshire Combined Authority and brings together the five West Yorkshire Leaders and LEP Chair with partners from the private sector, trade unions, public bodies and the third sector, to develop robust plans for the region's economic recovery and to help build an inclusive and sustainable economy for the future.
- 2.22 A draft economic recovery plan was produced with input from a wide range of stakeholders, including the Panels of the LEP, and was endorsed initially by

¹ Details on the full membership and terms of reference of the recovery board can be found at: <https://www.westyorks-ca.gov.uk/erb>

the Combined Authority on 27 July, with further work since to update propositions (see 2.24) and to include more on culture and the role of place.

- 2.23 Section 10 of this report (appendices) provides the link to the updated and first complete iteration of an Economic Recovery Plan for West Yorkshire. The plan focusses on three action areas of **good jobs and resilient businesses, skills and training** and **accelerated infrastructure**, and two overarching goals of **inclusive growth** and **sustainable environment**. It sets out what steps are required by national government, at a regional level, and how this aligns with local authority level activity, across three stages of rescue, re-imagining and resilience. Across the plan there are **initial funding asks in the order of £1.4bn**, which will need to be further refined and developed subject to future Government announcements and further understanding of the impact of the crisis and direction of the recovery.
- 2.24 Within this outline funding ask, the plan also identifies four distinctive West Yorkshire propositions that can deliver not just for the region's recovery, but also make a significant contribution to the UK economy as a whole. Each of the propositions (and further propositions may be added), includes both an offer and ask to Government. In summary, these propositions are:
1. **Health innovation** (£60 million) – building on the region's world-leading strengths in devices, data and diagnostics, unlocking industry collaboration, skills and a globally positioned Act Early institution on disease prevention.
 2. **Lives transformed by digital tech** (£159 million) - ensure no one is left behind in a digital and tech enabled future from the basis of the fastest growing digital sector in the UK, driving broadband infrastructure, digital skills and Made Smarter investment to support digital adoption in manufacturing.
 3. **Transition to Net Zero Carbon Resilient Economy** (£192 million) – supporting our net-zero 2038 target, with unique industry strengths in low carbon transport, clean agri-tech, construction and circular economy, delivering a pipeline of critical green and blue infrastructure, and identifying up to 71,300 jobs and skills and training to help people retrain into low carbon opportunities
 4. **Entrepreneurship** (£340 million) – focussed on the diversity of our communities, our existing scale-up performance and our MIT REAP programme for high growth pre-starts, unleashing an entrepreneurial revolution, transforming empty properties and providing accelerator funding for high-growth potential start-ups.
- 2.25 The plan aligns with, but does not duplicate, local plans being developed by Councils, two of which have been published in West Yorkshire² to date, as well as the Transport Recovery Plan and other regional plans e.g. on health, tourism and culture.

² The [Kirklees Economic Recovery Plan](#) and the Wakefield [Economic Growth and Skills: COVID 19 Response Plan](#)

2.26 The plan is underpinned by modelling commissioned from Experian which sets out the evidence base underpinning the plan and sensitivity assessment of the potential economic trajectories for growth based on a series of economic scenarios. The report will be published in due course. This approach ensures the plan is responsive to the significant uncertainty around the path to economic recovery. As the implications of and recovery from COVID-19 continue to develop, it is expected that the plan will be further updated.

2.27 The five local authority leaders, with the chair of the LEP, have sent a letter to the Chancellor (Appendix 2) to ask the Government to meet with them to discuss the plan and how it can be taken forward. The letter also included a summary of the plan, which has been published on the Economic Recovery Board website (Appendix 3).

3. Clean Growth Implications

3.1 Clean Growth will continue to be supported through products delivered in response to COVID-19. The reduction in travel and the increased use of ICT to facilitate effective remote working is having a positive impact, and will continue to be monitored and built upon. Businesses will continue to be supported to apply innovation and digital technologies to adapt their products and services to meet current and future demand. One of the key propositions is to support the transition to a zero carbon economy.

4. Financial Implications

4.1 New recovery products would require either increased flexibility on the use of current funding streams (e.g. grants awarded for capital investment to be used for working capital, or the procurement of professional advice with recovery / contingency planning), or new funding altogether.

5. Legal Implications

5.1 As above, delivery of some of the proposed products will require contractual approvals from Government, and/or new funding allocations that would result in new contractual obligations for the organisation.

6. Staffing Implications

6.1 Delivery of the products included in the report would require changes to current staff roles and/or additional staff to be recruited.

7. External Consultees

7.1 No specific or official external consultations have been undertaken in relation to this report. However, the activities summarised here have been informed by ongoing dialogue and consultation with a wide range of partners, including local authorities, universities and colleges, business representative and membership bodies, and direct with some individual businesses.

8. Recommendations

- 8.1 That the LEP Board notes progress on the delivery and development of the response to the COVID-19 crisis.
- 8.2 That LEP Board endorses the first version of the West Yorkshire COVID-19 Economic Recovery Plan and provides any further comments for consideration in updating of the plan as the impacts of COVID-19 develop.

9. Background Documents

None.

10. Appendices

Appendix 1: West Yorkshire Economic Recovery Plan (first version)
www.westyorks-ca.gov.uk/media/4413/draft-west-yorkshire-economic-recovery-plan

Appendix 2: Letter to the Chancellor of the Exchequer
www.westyorks-ca.gov.uk/media/4381/letter-to-the-chancellor-190820.pdf

Appendix 3: West Yorkshire Economic Recovery Plan - Summary
www.westyorks-ca.gov.uk/media/4380/west-yorkshire-combined-authority-economic-recovery-plan-summary.pdf

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

Date: 3 September 2020

Subject: **Place Panel Update**

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

Author: Judith Furlonger, Policy Manager

1. Purpose of this report

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

2. Information

2.1 Chair's Update

Place Panel is invited to comment on and input into the development of policy across a number of items. The aim is for panel members to shape future agendas and to discuss at an early stage of policy development and to directly influence the work of the Combined Authority.

2.2 Place Narrative

The Panel considered a report to provide an update on progress on the development of the Place Narrative. The Panel was asked to note and comment on the content of the report, endorse action to develop a unified spatial narrative for the City Region, building from districts existing plans, in order to present the story of the region as a whole.

Resolved:

- (i) That the contents of the report be noted.
- (ii) That the direction of travel be endorsed for presentation of a final draft document.

2.3 Covid 19 Response

The Panel considered a report to provide an update on the development of draft plans for COVID-19 economic and transport recovery and was asked to note the draft plans and make recommendations for further development as the crisis and recovery progresses. Draft versions of the COVID-19 economic and transport recovery plans were presented to the Combined Authority at

their meeting on 27 July 2020 and a verbal update was given on the outcome of the Combined Authority meeting.

Resolved:

- (i) That the contents of the report and the verbal update be noted.
- (ii) That the recommendation of the Panel for further development as the crisis and recovery progresses be noted.

2.4 Temporary Space Feasibility - One Public Estate Project

The Panel considered a final draft of the One Public Estate “Public Assets, Temporary Use’ project and was asked to endorse the recommendations contained in the report and support the development of a stage 2 project.

Resolved:

- (i) That the contents of the report be noted.
- (ii) That the recommendations contained in the report be endorsed.
- (iii) That the Panel supported the development of a stage 2 project.

2.5 Emissions Pathways Update

The Panel considered a report and verbal update on the West Yorkshire Carbon Emission Reduction Pathways (CERP) study, which will inform future decisions about how to tackle the climate emergency and become a net-zero carbon Leeds City Region. The paper addressed the role the Panel can play in tackling the climate emergency. The Panel was asked to note the importance of the Emissions Pathways study in determining how the City Region can meet its net zero carbon ambitions and to endorse playing a role in tackling the climate emergency.

Resolved:

- (i) That the contents of the report be noted.
- (ii) That the importance of the Emissions Pathways study in determining how the City Region can meet its net zero carbon ambitions be noted.
- (iii) That the Panel play a role in tackling the climate emergency be endorsed.
- (iv) That a Tackling the Climate Emergency Champion to support the work be nominated.

2.6 Statement of Common Ground

The Panel considered a report and verbal update and was asked for endorsement of the revised Statement of Common Ground (SoCG) (2020) and to recommend that the West Yorkshire Combined Authority signs the document appended to the report. The Minister of Housing, Communities and Local Government (MHCLG) set out the updated National Planning Policy framework (NPPF) (February 2019) that all local planning authorities are required to produce, maintain and update a SoCG.

Resolved:

- (i) That the contents of the report be noted.

- (ii) That the revised Statement of Common Ground (2020) be recommended by the Panel for signature by the West Yorkshire Combined Authority.

2.7 Flood Risk Management Update and Pipeline Refresh

The Panel considered a report to provide an update on the Combined Authority's Flood Risk Management (FRM) work across Leeds City Region and was asked to note the progress made and support the proposals to update the Combined Authority's programme of priority FRM schemes for investment. The West Yorkshire Combined Authority, working in partnership with the Leeds City Region Economic Partnership (LEP), plays a leading role in improving the resilience of the City Region to flood risk and in collaboration with partners the Combined Authority developed the Leeds City Region Flood Review following the 2015 Boxing Day flood events.

Resolved:

- (i) That the contents of the report and progress made be noted.
- (ii) That the proposals to update the Combined Authority's programme of priority FRM schemes for investment be supported.

2.8 Devolution Progress

The Panel considered a report on the work underway to become a Mayoral Combined Authority (MCA) and to implement the 'minded to' devolution deal agreed between West Yorkshire Leaders and Government on 11 March 2020 and was asked to note the progress made to date on the MCA programme. The deal sets out a raft of new powers, funding and responsibilities to be transferred from central Government to West Yorkshire, along with the adoption of a directly elected Mayor from May 2021.

Resolved: That the contents of the report be noted.

3. Clean Growth Implications

- 3.1 The work outlined in this report is vital to ensuring that the city region can create clean growth and decarbonise key sectors by 2038

4. Financial Implications

- 4.1 There are no financial implications directly arising from this report

5. Legal Implications

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

6. Staffing Implications

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

7. External Consultees

7.1 None

8. Recommendations

8.1 That the report of the work of the Place Panel be noted

9. Background Documents

9.1 None

10. Appendices

10.1 None

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

Date: 3 September 2020

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

Director: Melanie Corcoran, Director of Delivery

Author: Lynn Cooper, Portfolio Lead (Monitoring & Reporting)

1 Purpose of this report

1.1 To inform the LEP Board of the progress made implementing the LEP capital programme for 2020/21 and to provide:

- An overview of recent funding awarded through the Getting Building Fund;
- A summary of the activity currently underway to review the Assurance Framework in readiness for becoming a Mayoral Combined Authority.

2 Information

Capital Programme

Table 1 below summarises the expenditure as at quarter 1 on the LEP capital programme in 2020/21 against the in-year forecast:

Table 1

Capital Programme Expenditure 2020/21	Budget Forecast February 2020	In-Year Forecast June 2020	Actual Quarter 1 2020/21
Growth Deal Programme			
Priority 1 Growing business	£14,809,439	£11,368,691	£1,692,842
Priority 2 Skilled People and Better Jobs	£667,110	£667,273	£0
Priority 3 Clean Energy	£741,887	£1,022,946	£92,374
Priority 4a Housing and Regeneration	£6,500,000	£8,845,000	£0
Priority 4b West Yorkshire plus Transport Fund	£110,670,000	£87,384,018	£6,378,475
Priority 4c Economic Resilience	£4,181,524	£4,279,598	£170,132
Priority 4d Enterprise Zones	£12,337,000	£15,699,938	£3,798,672
Growth Deal - Other	£2,000,000	£2,500,000	£390,858
Growth Deal Total	£151,906,960	£131,767,464	£12,523,353
Broadband	£2,608,437	£2,198,052	£0
Getting Building Fund*	£0	£13,550,000	£0
Total Capital Spend	£154,515,397	£133,965,516	£12,523,353

* New funding programme

Getting Building Fund

- 2.1 On 10 June 2020 a letter was received from the Secretary of State for Housing, Communities and Local Government seeking ideas for accelerating existing Government funded capital projects and exceptional, additional shovel-ready capital projects to generate new activity within 18 months. The purpose of this was to help create jobs and raise overall demand in the economy. The LEP and the Combined Authority submitted 90 projects with a total grant requirement of £412 million. Projects were prioritised as Core (highest priority), Core+ and Core++.
- 2.2 Confirmation was received on 01 July 2020 of an award of £52.6 million for West Yorkshire. The Leeds City Region Enterprise Partnership and Combined Authority with partner councils were asked to submit a finalised list of projects for this funding. On 17 July 2020, a package of fifteen projects (listed in Table 2 below) was submitted that will support our economic recovery plan. The package includes: town and city centre regeneration focussed on improvement of public realm and green spaces and refining retail facilities: opening up new commercial and residential areas; support for business investment through grants: support for vulnerable residents through housing retrofit, access to jobs, community facilities; and new cycling and walking routes to encourage safe and active travel.

Table 2

Project	Grant (£m)
Business Growth Programme, West Yorkshire	7.00
Huddersfield George Hotel Redevelopment	1.37
Enterprise Zone Expansions: Parry Lane, Bradford and Langthwaite, Wakefield	9.07
Brighouse A6025 Reconstruction	1.80
Leeds City Centre 'Grey to Green' economic infrastructure and public realm	8.60
Bradford One City Park	7.50
Holbeck, Leeds Phase 2 Victorian Terrace Retrofit	2.60
Beech Hill Phase 2, Halifax – Multi-tenure housing group repair scheme	1.20
Wakefield Warm Homes Fund – energy efficient heating solutions	0.66
Dewsbury Arcade	0.60
Bradford 'City Village' Phase 1 - accelerating city centre regeneration	3.00
Leeds Liverpool Canal Towpath /Cycleway	0.50
Temple Green, Leeds Park & Ride Expansion	7.40
Wakefield Business Gigabit Voucher Scheme	0.30
Knottingley Skills, Business and Services Hub	1.00
Total	52.60

- 2.3 The package of projects was assessed prior to submission by the Cities and Local Growth Unit Yorkshire and Humberside and North East Area Team to confirm strategic fit and deliverability.
- 2.4 Formal announcement of the funding and the projects included was made on 04 August 2020. Under the terms of the funding all projects are required to spend in full by March 2022. Approval of the programme is now sought

through the Combined Authority meeting on 4 September 2020. The recommendation is for projects to progress directly to full business case plus costs as these projects are shovel ready this will allow them to progress quickly to delivery.

Assurance Framework Review

- 2.5 As part of the devolution deal The West Yorkshire Combined Authority will develop a robust Assurance Framework, by reviewing and amending the existing Assurance Framework, in line with national guidance, to be signed off by the Ministry of Housing, Communities and Local Government (MHCLG) Accounting Officer prior to funding being released. Within this Assurance Framework, West Yorkshire Combined Authority will demonstrate an objective means with which to assess interventions and programme design so that these are aligned to their balanced economic outcomes for the area.
- 2.6 In order to ensure that the Leeds City Region Assurance Framework (last published March 2020) is Mayoral Combined Authority ready, the Combined Authority is reviewing the Framework and associated processes to ensure that National Framework Guidance is met as a minimum and the framework is robust and able to meet the demands of the future assurance needs.
- 2.7 To ensure we are developing an Assurance Framework that is fit for purpose the Combined Authority undertook a Stakeholder survey which closed on 15 July 2020. The survey interacted with over 250 stakeholders who gave a range of view on the effectiveness of the current framework and what we they would like to see in the future to make it more efficient and effective. The Combined Authority is undertaking analysis of the results and these will be considered and used to shape the Assurance Framework as it is developed over the coming months.

Growth Deal

- 2.8 The quarter 1 claims have now been processed, actual spend in this quarter is £12.52 million which is higher than the forecast included in the Growth Deal review submission of £10.08 million, this is detailed in the attached **Appendix 1**. The forecast expenditure across all projects remains on track to achieve the required level of spend as follows:
- Transport Fund – whilst there have been ups and downs against individual projects the current forecast is on track to achieve the £89.64 million reported in the Growth Deal review. It should be noted that this would still result in an underspend of almost £12 million on the £280.90 million allocation for the Transport Fund included in the Growth Deal. The indication from Government is that as the Transport Fund has passed its 5 year gainshare review (undertaken in 2019) there is no danger of funding being removed.
 - Economic Development – the forecast for spend on the economic development projects is on track. Whilst some additional projects are progressing through the assurance process any additional spend on

these will help to mitigate against possible underspend in other areas and can support full spend of the full Growth Deal allocation of £516.35 million.

- 2.9 Each quarter a return is made to the Cities and Local Growth Unit (CLoG) through its data capture system which collates Growth Deal programme information. CLoG has requested that this dashboard should be endorsed by the LEP Board each quarter. The dashboard for the quarter 1 dashboard was submitted in accordance with the deadline of 21 August 2021 it is attached at Appendix 2 for information and endorsement of the LEP Board.
- 2.10 The Ministry of Housing, Communities and Local Government has confirmed that the Combined Authority will now receive the final outstanding payment of the Growth Deal funding following a successful review of the programme.

3 Clean Growth Implications

- 3.1 Through the Assurance Framework and other internal decision-making procedures, the Combined Authority will review and embed clean growth considerations into our activities.
- 3.2 Building on the recent work to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework (Decision point 1 and 2), the Combined Authority are now in the process of procuring expert advice to frame and develop a robust quantifiable methodology for assessing all new scheme's predicted carbon emissions / wider clean growth impacts. This will include a review of existing Combined Authority schemes and additional resource to support the development and implementation of the new assessments.
- 3.3 The development of the specification for the work (which has benefitted from active engagement and input from Leeds City Region local authorities) will allow the Combined Authority to map and detail the emissions footprint of the 180+ projects in the West Yorkshire Plus Transport Fund and Leeds City Region Local Growth Fund pipeline and provide technical advice and training support to project sponsors in the design and development of future investments. This will ensure that the business cases for these reflect the Leeds City Region Climate Emergency and that we can evidence that they will reduce carbon emissions (both directly and indirectly).
- 3.4 A tender has been issued to the market and following a detailed evaluation process (which included local authority partners) a preferred contractor has now been identified, with contract award negotiations currently taking place. The project inception meeting is scheduled for the first week of July and subject to confirmation it is anticipated that the phase 1 project report (context, scoping and recommendation of approach to phase 2 detailed technical works) will be presented to the project steering group in August 2020 with phase detailed work commencing quickly thereafter.

3.5 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports.

4 Financial implications

4.1 Financial implications are included within the body of the report.

5 Legal implications

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

6 Staffing implications

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

7 External consultees

7.1 No external consultations have been undertaken.

8 Recommendations

8.1 That the LEP Board notes the progress of the LEP capital programme for 2020/21, the approval from Government of the new Getting Building Fund and the work being undertaken to review the Assurance Framework.

9 Background Documents

9.1 None.

10 Appendices

10.1 Appendix 1: Growth Deal Dashboard Quarter 1 2020/21

10.2 Appendix 2: Growth Deal Data Capture Dashboard Quarter 1 2020/21

This page is intentionally left blank

2020/21 Q1 Growth Deal Financial Dashboard (to 30/06/2020)

Target

£130,441,277

£12,523,354

Actual to date
2020/21

SEP Priority	Project Name	Original Allocation	Indicative Funding	Full Funding Approval	Cumulative Actual Spend prior to 2020/21	2020/2021				RAG Rating	Total to 2020/21
						Agreed Annual Forecast 2020/21	Actual Spend 2020/21	Forecast Spend 2020/21	Actual & Forecast Spend 2020/21		
	York City Centre Access Improvements	£7,200,000	£8,770,000	£355,000	£0	£0	£0	£0	£0		£0
	York Northern Outer Ring Road	£37,600,000	£2,940,000	£2,450,000	£2,450,000	£490,000	£0	£0	£0	Amber/Red	£2,450,000
	York Northern Outer Ring Road - Future Phases	£0	£25,715,419	£0	£0	£500,000	£0	£0	£0	Amber/Red	£0
	York Northern Outer Ring Road - Phase 1 (Wetherby Road)	£0	£3,865,581	£3,865,581	£3,852,365	£13,216	£0	£13,216	£13,216	Green	£3,865,581
	York Northern Outer Ring Road - Phase 2 (Monks Cross)	£0	£3,585,000	£3,585,000	£142,341	£0	£0	£0	£0	Green/Amber	£142,341
	York Northern Outer Ring Road - Phase 2 (Monks Cross) (Combined Authority)	£0	£0	£0	£2,257,659	£0	£0	£0	£0		£2,257,659
	York Northern Outer Ring Road - Phase 3	£0	£2,174,000	£0	£0	£0	£0	£0	£0	Green/Amber	£0
	Priority 4b - West Yorkshire + Transport Fund Total	£934,509,145	£1,103,332,228	£293,768,719	£181,136,170	£89,641,488	£6,378,475	£84,115,396	£90,493,871		£271,630,041
Priority 4c - Economic Resilience Programme	Flood Alleviation - Brighouse and Clifton	£1,800,000	£1,500,000	£0	£0	£1,500,000	£0	£1,500,000	£1,500,000	Amber	£1,500,000
	Flood Alleviation - Hebden Bridge	£1,800,000	£1,900,000	£1,900,000	£0	£1,900,000	£0	£1,900,000	£1,900,000	Green/Amber	£1,900,000
	Flood Alleviation - Leeds (FAS1)	£3,786,981	£3,786,981	£3,786,981	£3,786,981	£0	£0	£0	£0	Green	£3,786,981
	Flood Alleviation - Leeds (FAS2)	£3,900,000	£3,900,000	£3,900,000	£3,900,000	£0	£0	£0	£0	Green	£3,900,000
	Flood Alleviation - Mytholmroyd	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£0	£0	£0	£0	Green/Amber	£2,500,000
	Flood Alleviation - Skipton	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£0	£0	£0	£0	Green	£1,500,000
	Flood Alleviation - Wyke Beck	£2,558,000	£2,558,000	£2,558,000	£2,557,797	£0	£0	£0	£0	Green	£2,557,797
	Natural Flood Management - Colne and Calder	£1,299,107	£1,299,107	£1,299,107	£630,838	£668,269	£163,368	£504,901	£668,269	Amber	£1,299,107
	Natural Flood Management - Upper Aire	£388,000	£388,000	£388,000	£176,671	£211,329	£6,764	£204,564	£211,329	Amber	£388,000
	Priority 4c - Economic Resilience Programme Total	£23,432,088	£19,632,088	£17,832,088	£15,052,287	£4,279,598	£170,132	£4,109,466	£4,279,598		£19,331,885
	Priority 4d - Enterprise Zone Development	EZ - Bradford - Gain Lane	£0	£9,877,000	£9,877,000	£1,442,658	£8,434,342	£3,532,342	£4,902,000	£8,434,342	Green/Amber
EZ - Bradford - Parry Lane		£0	£8,081,000	£540,000	£0	£540,000	£76,767	£463,233	£540,000	Green/Amber	£540,000
EZ - Bradford - Staithegate Lane		£0	£85,230	£85,230	£71,600	£13,630	£0	£0	£0	Green	£71,600
EZ - Calderdale - Clifton Business Park		£0	£3,356,000	£3,356,000	£328,418	£750,000	£61,343	£438,657	£500,000	Amber/Red	£828,418
EZ - Leeds - Aire Valley		£10,000,000	£4,588,590	£4,588,590	£0	£0	£0	£0	£0	Green	£0
EZ - Programme		£10,000,000	£22,782,143	£3,519,067	£670,786	£2,787,310	£128,220	£2,659,090	£2,787,310	Green/Amber	£3,458,096
EZ - Wakefield - Langthwaite Business Park Extension		£0	£0	£0	£0	£500,000	£0	£1,261,330	£1,261,330	Amber	£1,261,330
EZ - Wakefield - South Kirkby Business Park		£2,826,000	£2,674,620	£2,674,620	£0	£2,674,620	£0	£2,674,620	£2,674,620	Green	£2,674,620
Priority 4d - Enterprise Zone Development Total	£22,826,000	£51,444,583	£24,640,507	£2,513,462	£15,699,902	£3,798,672	£12,398,929	£16,197,602		£18,711,064	
Economic Development Overprogramming					-£3,691,458	£0	-£4,196,321	-£4,196,321		-£4,196,321	
Grand Total		£1,159,645,233	£1,416,597,904	£547,681,412	£375,786,380	£130,441,277	£12,523,354	£118,770,307	£131,293,661		£507,080,041

Growth Deal Dashboard

South Featherstone Link Rd - Feasibility Study	AG	G
Kirklees - North Kirklees Orbital Route - Feasibility Study	A	A
York Northern Outer Ring Road Dualling- Feasibility Study	G	G
New Bolton Woods	AG	AG
Business Expansion Fund - Strategic Inward Investment	R	AR
Digital Sector Soft Landing Scheme	A	G
Leeds City Region M62 Enterprise Zone sites	AG	AG
Leeds Aire Valley Enterprise Zone	R	G
Bradford Interchange Station Gateway - Phase 2	G	G
WYCA Growth Deal Management & Monitoring Work	G	G
Corridor Improvement Programme (Phase 2)	G	G
Corridor Improvement Programme (Phase 3)	G	G
Wyke Beck Valley Flood Alleviation	A	G
York Northern Outer Ring Road - Phase 1 (Wetherby)	G	G
CIP - Phase 1 - Wakefield Owl Lane	G	G
CIP - Phase 1 - Bradford A6177 Great Horton Road	AG	G
Beech Hill, Halifax	AG	A
Natural Flood Management - Colne & Calder	A	A
Natural Flood Management - Upper Aire	A	A
Rail Parking Package - Garforth	G	AG
Dewsbury Riverside	A	AG
York Northern Outer Ring Road - Phase 2 (Monks	R	AG
York Northern Outer Ring Road - Phase 3	AG	AG
Transformational - NE Calderdale Transformation	A	A
Transformational - LCR Inclusive Growth Corridor	A	AG
City Connect Phase 3	AG	AG
Institute for High Speed Rail and System Integration	AG	R
Bradford Heritage Buildings - Conditioning House	A	G
Wakefield City Centre - South East Gateway	A	A
Huddersfield Station Gateway Phase 2	A	A
A629 (Phase 2) - Halifax Bus Station	AG	G
Leeds Inland Port	AR	AG
Transformational - A6120 Leeds Northern Outer Ring Road	AG	G
Leeds Flood Alleviation Scheme (FAS2)	G	G
Transformational - Kirklees Transport Model	AG	AG
LCR M62 EZ Sites - Bradford GAIN LANE/ Thorncliffe	AR	AG
LCR M62 EZ Sites - Calderdale Clifton Business Park	A	AR
West Yorkshire UTMIC (formerly HNEP) Phase A	G	G
West Yorkshire UTMIC (formerly HNEP) Phase A	AG	G
LCR M62 EZ Sites - Bradford PARRY LANE	AG	AG
LCR M62 EZ Sites - Bradford STAITHGATE Lane	AG	G
LCR M62 EZ Sites - Wakefield LAINGTHWAITE Interchange	AG	A
LCR M62 EZ Sites - Wakefield SOUTH KIRKBY Interchange	AG	G
Flood Alleviation Brighouse and Clifton	A	A
Flood Alleviation Hebden Bridge	AG	AG
York Northern Outer Ring Road - Future Phases	R	AR
West Yorkshire UTMIC (formerly HNEP) Phase A	G	G
West Yorkshire UTMIC (formerly HNEP) Phase A	AG	G
West Yorkshire UTMIC (formerly HNEP) Phase A	G	G
CCAG Leeds- Dewsbury Road	AG	AG
CCAG Huddersfield Town centre	AG	G
CCAG Canals	AG	AG
CCAG Cooper Bridge Cycle	AG	AR
CCAG Castleford to Wakefield #4	AG	G
Resource Efficiency Fund #2 Re BIZ	AG	AR
Transforming Cities Fund Development Funding	AG	AG
West Yorkshire Integrated UTMIC Phase B	AG	AG
Rail Parking Package - Ben Rhydding	A	A
Transformational - Leeds Transport Model	G	A
Wakefield South East Gateway - Kirkgate	-	G
Wakefield South East Gateway - Rutland Mill	-	A
Leeds City Centre Network and Interchange Pack	-	A
Bradford Heritage Buildings - High Point	-	G
Bradford Heritage Buildings - Midland Mills	-	G
Economic Development Overprogramming	-	G

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

Date: 3 September 2020

Subject: **Strategic Economic Framework**

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

Author(s): Peter Skalski, Policy Officer

1. Purpose of this report

- 1.1 To provide an update on the development of the Strategic Economic Framework, to provide an opportunity for comments, and to seek endorsement of it.

2. Information

Background

- 2.1 Since 2016 the Strategic Economic Plan (SEP) has set out the organisation's priorities for growth and development. As previously discussed, to reflect the growing range of policies that we operate in, changing national political and economic circumstances and the need to incorporate the future mayor's manifesto commitments in our work, an agile Strategic Economic Framework (SEF) has been developed. It is planned that the SEP will be replaced by the Strategic Economic Framework (SEF). However, it should be noted that the SEP will continue to be used for Growth Deal programmes until this ends in March 2021.
- 2.2 The SEF will form the new overarching strategy for the region, building on the successes of the SEP. It sets out the vision for the region and our priorities for achieving this. It ensures that all LEP and Combined Authority strategies are aligned with a clear focus on meeting these priorities. It has been designed to be flexible, able to reflect our evolving policy remit and improve our resilience during periods of change and uncertainty. It will bring together existing and subsequent strategies under a single banner, ensuring greater alignment between our strategies, priorities and vision for the region.
- 2.3 To allow for greater flexibility the SEF is not a single, published document but brings together our various plans and strategies to form an overall strategy. It includes both existing policies and strategies, as well as future ones and will be hosted on a public-facing website. Policies can be amended, added or removed from the SEF to respond to changing circumstances without having

to amend or withdraw the entire suite of material. At present the SEF only contains policies and strategies previously adopted, but also collates detail on our vision and priorities, presenting our existing position in a new way.

- 2.4 In town planning the “local plan” is not actually a single document, but a series of documents, including a Core Strategy, neighbourhood plans and supplementary planning documents (amongst others) that collectively make up the Local Plan. The SEF will operate in a similar way. It will not be a single document but will bring together our various plans and strategies under a single banner.
- 2.5 It should be noted that agenda item 16 outlines the proposed process for the Single Investment Fund, which aims to give greater local freedom and flexibility over how to prioritise investments. The SEF once adopted, will be used to support the prioritisation of any investments made through the Single Investment Fund, underpinned by the MCA’s Assurance Framework.
- 2.6 Following endorsement by the LEP Board, the SEF will be formally adopted by the Combined Authority.

Structure of the SEF

- 2.7 The SEF has five sections: Our Vision, Our Priorities, Our Policies and Strategies, Our Partnerships and Monitoring and Impact. The full SEF webpages under construction can be accessed [here](#).
- 2.8 During its development, the SEF has often been summarised as a diagram such as the one below.



- 2.9 **Our Vision.** This first section sets our high-level, long-term vision for the region that seeks to overcome the structural challenges we face. It sets out the strengths of the region, the challenges it faces, the purpose of the SEF, how it builds on the successes of the SEP and introduces our priorities for the region.

The proposed text for this section of the SEF website is appended to this report (Appendix 1).

2.10 **Our Priorities.** This section focuses on our priorities for the region. These are aligned with the five corporate priorities set out in the draft Corporate Plan (February 2020). Each priority has its own webpage detailing the challenge the priority aims to overcome, why it has been prioritised, examples of projects that aim to meet that priority and links to relevant policies. This includes statutory policies such as the Local Transport Plan and policies with an explicit focus on one of our priorities such as the Inclusive Growth Framework. The five priorities are:

- Boosting Productivity
- Enabling Inclusive Growth
- Tackling the Climate Emergency
- Delivering 21st Century Transport
- Securing Money and Powers

The draft text for the webpage for the “Delivering 21st Century Transport” priority is appended to this report as an example (Appendix 2). All five priorities are available to view on the SEF website.

2.11 **Our Policies and Strategies.** This section details our specific policies and strategies. These have been collected into policy groups. Each policy group has a page that details the overall vision for the policy area, strengths and challenges relating to that area, how work in that policy area helps meet our priorities and examples of projects that are informed by these policies. The draft text for the webpage for the “Housing, Heritage and Regeneration” policy area is appended to this report as an example (Appendix 3). The full range of policies and strategies are available to view on the SEF website.

2.12 Some policies and strategies will help meet all our priorities, others will have a narrower focus. The Local Industrial Strategy is a broad strategy that will cover ground across several priorities. The Cultural Strategy will do little to deliver 21st century transport. All policies are afforded equal weight in the SEF though. Collectively, alongside the other parts of the SEF, they form the overarching strategy for the region.

2.13 **Our Partnerships.** This section reaffirms our commitment to partnership working, detailing our relationship with local authorities and the private sector. It also sets out our consultation and engagement process and our membership of other bodies such as NP11 and Transport for the North. The draft text for this section of the SEF website is appended to this report (Appendix 4).

2.14 **Monitoring and impact.** The SEF is underpinned by a monitoring and impact section. The success of the SEF will be monitored against our progress across the five priorities. These will be supplemented by a more extensive range of indicators covering each policy and strategy area. The indicators are intended to show how the local economy is developing and improving but also demonstrate how the work of the LEP, Combined Authority and partners is

contributing to progress. A list of the draft headline indicators, which are still under development, is appended to this report (Appendix 5).

- 2.15 Draft headline indicators against the five priorities are being published as part of the SEF in September 2020. Indicators against policy and strategy areas will be published at a later date. Work is ongoing to develop these. It is proposed that an annual “State of the Region” report will be issued.

Next steps

- 2.16 A series of communications activities are planned to support the launch of the SEF. Communications activity will also celebrate the successes of the SEP.
- 2.17 Once adopted the SEF will be formally reviewed every six months by the strategy team. Combined Authority officers will be responsible for updating them to reflect changes in context or policy positions agreed by the LEP and Combined Authority. Officers are already timetabling futures changes, for example the replacement of the *Green and Blue Infrastructure* and *Energy* policy pages once the “Tackling the Climate Emergency Plan” is published. Some examples of policy/strategy updates are detailed in the table below – and a schedule of further updates will be brought to a future meeting.

Policy/Strategy	Expected publication
Economic Recovery Plan	September 2020
Adult Education Budget Strategy	September 2020
Employment and Skills Plan	Spring 2021
Tackling the Climate Emergency Plan	Spring 2021
Local Transport Plan	2021 tbc

To ensure version control is maintained, each page on the SEF website will clearly state when the page was last edited and when the next scheduled review will be.

- 2.19 Any new policies or strategies or major amendments to the SEF will be brought to the Combined Authority for approval, following consideration by the appropriate advisory Panel.
- 2.20 The SEF will inform the production of the Single Investment Fund strategy and updated Assurance Framework.

3. Financial Implications

- 3.1 None arising directly from this report.

4. Legal Implications

- 4.1 None arising directly from this report.

5. Staffing Implications

5.1 None arising directly from this report.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That LEP Board

- notes that the SEP will continue to be used for Growth Deal programmes until this ends in March 2021
- endorses the concept and content of the SEF and provides any comments for consideration by the Combined Authority
- notes the intention for future policies, strategies and changes to the SEF to be brought to the LEP Board and advisory panels for consideration as appropriate

8. Background Documents

8.1 None.

9. Appendices

Appendix 1: Draft text for “Vision” section of the SEF website.

Appendix 2: Example - Draft text for the “Delivering 21st Century Transport” priority section of the SEF website.

Appendix 3: Example - Draft text for the “Housing, Heritage and Regeneration” policy area section of the SEF website.

Appendix 4: Example - Draft text for the “Our Partnerships” section of the SEF website.

Appendix 5: Draft headline monitoring indicators.

This page is intentionally left blank

Strategic Economic Framework: Our Vision

“Recognised globally as a great place with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure.”

Our region

West Yorkshire is one of the best places to live in the country and an essential part of the Northern Powerhouse. Our region is home to over 2.3 million people, a workforce of 1.1 million people and over 90,000 businesses living and working across the local authority areas of Bradford, Calderdale, Kirklees, Leeds and Wakefield. With an economy larger than that of several European countries, a mixture of vibrant towns and cities set amongst some of the most beautiful landscapes in the country and a thriving cultural life, West Yorkshire is a place that many are proud to call home.

The West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership bring together local councils and businesses to work together on issues that cross local authority boundaries and affect us all. This includes leading the fight in tackling climate change, developing a modern transport system and attracting jobs and investment to the region. It allows us to speak with one voice when we work with government to secure greater influence and funding over the issues that matter to us the most.

It also means we can engage meaningfully with people and consider the effects of our actions across the wider area that people live and work in, both urban and rural. The Combined Authority allows us to work together at a level that is “close enough for community dialogue, yet large enough to achieve transformative collaboration.”¹

Through nearly two decades of collaborative working we have achieved some notable successes. In 2014 we agreed a £1billion-plus Local Growth Deal with the government – the largest such deal in the country. This funding has been used to support businesses and create jobs through supporting investment in over 100 projects, including the restoration of the Bradford Odeon, the Springfield Centre in Dewsbury and Wakefield Civic Quarter. The West Yorkshire-plus Transport Fund is investing in road and rail projects across the region, including a new rail station for Elland, Wakefield Eastern Relief Road and the redevelopment of Bradford Interchange. And in 2019 Channel 4 announced that Leeds would be the new home of their national headquarters following a collective bid between local councils and businesses.

But achieving our successes to date has often come in the face of some real challenges. The global financial crisis of 2008, austerity, Britain’s withdrawal from the European Union, the increasing severity of flooding and the COVID-19 pandemic have required business and the public sector in West Yorkshire to prove our resilience as we continue to plan for the future.

Building on our successes

We are now embarking on the next stage of transformation in the region. In March 2020 we agreed our first devolution deal with government, granting us greater influence over investment in skills, transport, housing and business support. It will also give us local control over at least £1.8billion to spend on the things that matter to the people of West Yorkshire. In May 2021 residents will elect the first West Yorkshire Mayor. The Mayor will chair the Combined Authority and become a new figurehead for the region, championing it with Government and the rest of the world. Most importantly the mayor will ensure that the Combined Authority is directly accountable to the people whose decisions it affects the most and will ensure that the priorities of residents are reflected in the decisions we make.

¹ Paul Collier, “Capitalism after coronavirus” *New Statesman*, 6th May 2020

Since 2016 our Strategic Economic Plan (SEP) has set out our priorities for growth and development and underpinned much of our success to date. But as we take on additional responsibilities, respond to the challenges facing our region and incorporate the mayor's manifesto commitments into our work, we need a new strategy that can reflect changing priorities, respond to change and communicate this clearly.

This Strategic Economic Framework (SEF) builds on the SEP, to provide the context for investment and decision making during this next stage of transformation. It sets out our vision for the region and our priorities for achieving this. It ensures that all Combined Authority strategies are aligned with a clear focus on meeting these priorities. It has been designed to be flexible, able to reflect our evolving policy remit and prove our resilience during periods of change and uncertainty. It aims to inspire confidence in the region, demonstrating that we have an ambitious strategy for transformation as we take on a greater role in the decisions that affect us. Ultimately it will allow us to realise our vision for West Yorkshire to be:

“Recognised globally as a great place to live with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure.”

Our vision is based on a clear understanding of the key strengths and assets in the region, as well as the challenges it faces and a commitment to working in partnership to make full use of these assets, address long-term challenges, unlock opportunity and fulfil the City Region's exceptional potential.

Strengths

When considering just our strengths, it appears that we are well on our way to realising our vision. Our key strength is our scale and diversity. It is what drove growth and prosperity in the past and will continue to do so in the future. The scale of our business base has created a dynamic and resilient economy. Businesses in West Yorkshire have been at the forefront of exploiting opportunities in textiles, chemicals, machinery and more recently professional services, financial technology, data and health tech.

Our region bounced back relatively strongly from the Great Recession in 2008 and will need to demonstrate the same resilience as we emerge from the Covid-19 pandemic. Over the past 5 years employment growth has outpaced national levels. This growth has been as dynamic as our economy, with the highest growth happening in a range of high skilled specialist areas such as the manufacturing of wearing apparel and medical components. Our thriving digital sector has experienced extraordinary growth, six times the rate of growth seen in London since 2015. Programming and broadcasting has seen the fastest employment growth and as the new home of Channel 4, this growth is set to continue in the future.

Our early strengths in textiles and manufacturing provided the opportunity for people from all over the world to call our region their home. Economic opportunity and quality of life continue to attract people to our region to this day, not least to our world leading universities. This diversity is something that the people of our region are rightly proud of and our diverse workforce with differing perspectives offers greater scope for innovation.

Alongside the diversity of our businesses and people, the region is made up of diverse places, with a mixture of vibrant cities, towns and rural areas. This enables a high quality of life and has resulted in our region being regularly voted both the 'Happiest' and the 'Best Place to Live' in the UK.

Challenges

But whilst we can point to these many examples of excellence within the region, the West Yorkshire economy is falling short of its potential. It doesn't work for everybody in the region and it doesn't contribute as much to the rest of the country as it could. In relative terms West Yorkshire and the rest of the North of England have been in economic decline, demonstrated by lower levels of employment, output per worker, qualifications and household income.

Productivity is below national levels in all parts of our area, and the gap to national performance is not closing. Despite improvements there remains a gap between local and national skill levels, particularly for higher level skills. Businesses in the region are characterised by relatively low levels of businesses investment in R&D and innovation activity. Congestion and capacity constraints on our transport network risk obstructing future economic growth. All of this has severely limited improvement in living standards, reflected in the fact that West Yorkshire has some of the highest areas of deprivation in the country.

These weaknesses are all too common across large parts of the North of England and means that in recent decades the UK has been reliant on growth in the Greater South East. The spatial imbalance of the national economy poses severe threats to the country. Socially it fuels discontent, with parts of the country feeling "left behind," and many people feeling that their families and communities are not enjoying the same advantages and quality of life as their peers elsewhere in the country. Fiscally, it means that many parts of the country are net-beneficiaries from the public finances, with too much money spent addressing the symptoms of economic weakness and income growth reliant on welfare as opposed to wages. Economically, it means that many parts of the country are not contributing as fully to the national economy as they could be and are not achieving their full potential. Perversely it means that public investment is greater in stronger regions, which also attract higher levels of private investment. In short, the unbalanced nature of the UK economy is preventing us from fully realising our vision for West Yorkshire.

The gap between the Greater South East and the rest of the country has been well known for some time. Despite this though, attempts by successive governments to tackle widening spatial inequality have largely failed. Unless significant action is taken these disparities will only grow in the future.

We therefore share the Government's commitment to levelling up the country. There are many areas where we are working with partners within the Northern Powerhouse to achieve this. And whilst we have a strong track record of working in partnership with Government and will continue to do so, we know that the best way to level up West Yorkshire, is for West Yorkshire to lead these efforts itself.

There are five significant challenges preventing us from realising our vision for everybody in the region.

First, a history of lower levels of skills, infrastructure investment and innovation means that productivity has lagged behind much of the UK as well as our European peers. In 2017, the output per hour worked in the region was 13% below UK levels overall and 6% less productive than the UK, excluding London. If our output per hour matched the national average, the West Yorkshire and national economies would be £7.9bn larger. Real terms living standards can only be increased sustainably by increasing productivity. Therefore, boosting productivity is vital to the long term aspirations of West Yorkshire.

Second, not all parts of our region have benefitted from economic growth in the past and there is a risk that they will fall further behind as the country emerges from the Covid-19 pandemic. 22% of residents live in the most deprived neighbourhoods, 24% of local jobs pay less than the Living Wage Foundation's Living Wage Rate and life expectancy in our region is significantly lower than the England average. Enabling inclusive growth is essential not just for West Yorkshire to level up nationally, but to reduce inequalities within.

Third, and with increasing urgency, we need to ensure that growth in the region does not hamper our efforts to tackle the climate emergency. In June 2019 a climate emergency was declared for the region and we are now placing increased emphasis on our commitment to clean growth and our ambition to become a net zero carbon economy by 2038. As demonstrated by the increasing severity of flooding in West Yorkshire, climate change poses a very real threat to the economy and the livelihoods of many in our region.

Fourth, our transport network is under increasing pressure. Our diverse geography presents challenges in balancing transport priorities and funding. Investment has not kept pace with economic and population growth, resulting in congestion on roads and overcrowding on public transport. Private vehicles still make up a significant proportion of journeys in the region, contributing to serious public health and environmental challenges. Efficient transport infrastructure connects our communities, making it easier to get to work, do business and connect with each other.

Finally, further devolution of both investment and decision making is crucial for us to fully realise our vision for West Yorkshire. Despite the advantages we offer, investment falls well short of what we need to achieve our vision for the area and we need to address the historical lack of investment in our region. Greater independence over decision making allows us to better tailor policy to local conditions, coordinate better with our local partners and innovate more in policy making and service delivery to find what works best for us.

Priorities

Meeting these challenges have become the five priorities that underpin everything that our Strategic Economic Framework aims to achieve:

Boosting productivity - Helping businesses to grow and bringing new investment into the region to drive economic growth and create good jobs.

Enabling inclusive growth - Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities, cities and towns.

Tackling the climate emergency - Growing our economy while cutting emissions and caring for our environment.

Delivering 21st century transport - Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

Securing money and powers - Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds.

West Yorkshire in the decade ahead

As we embark on the next stage of transformation in the region, we will ensure that all of our policies and investment decisions meet at least one of our five priorities. The successful implementation of the Strategic Economic Framework over the course of the next decade will ensure that our vision for West Yorkshire becomes a reality for more and more people.

It will mean that businesses in the region have proven their resilience to the challenges they currently face and are driving economic growth and closing the productivity gap. More and more people will feel the benefit of this economic growth across all parts of our region, and inequalities in income, opportunity and quality of life will be reduced. This growth however will not have come at the expense of our environment as we will have made significant progress in reducing carbon emissions. This will all be supported by a modernised transport network, with more journeys made by public transport, walking and cycling. And West

Yorkshire itself will have secured more powers and funding freedoms from government and will be leading this transformation itself.

By the end of the decade West Yorkshire will be increasingly recognised globally as a great place to live with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure.

DRAFT

This page is intentionally left blank

Priority: Delivering 21st century transport

Vision

Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

Why we have prioritised this

Our transport network is under increasing pressure. Our diverse geography presents challenges in balancing transport priorities and funding. Investment has not kept pace with economic and population growth, resulting in congestion on roads and overcrowding on public transport. Private vehicles still make up a significant proportion of journeys in the region, contributing to serious public health and environmental challenges. Efficient transport infrastructure connects our communities, making it easier to get to work, do business and connect with each other.

How we will achieve this

To deliver 21st century transport, in 2020/21 we will:

- Increase bus patronage and satisfaction through the West Yorkshire Bus Alliance.
- Transform passenger information and modernise travel centres.
- Increase bus use amongst under 25s at no increased cost.
- Manage over 1million MCard sales and launce a mobile app.
- Continue to work on future bus options and alternative governance models.
- Develop a strategic business case for urban transit proposals.
- Establish a rail strategy, preparing for HS2 and Northern Powerhouse Rail.
- Deliver schemes in WY+ Transport Fund, LTP and Leeds Public Transport Investment Programme and delivery of Transforming Cities Fund.

Policies and strategies

The policies and strategies we have in place that will play a leading role in delivering 21st century transport are:

- West Yorkshire Transport Strategy 2040
- Leeds City Region High Speed 2 Growth and Connectivity Strategies
- West Yorkshire Bus Strategy 2040
- Rail Strategy
- Walking and Cycling Strategy
- Freight Strategy

How we're delivering on this priority

Some of the projects and programmes we're undertaking with partners to deliver 21st century transport include:

West Yorkshire-plus Transport Fund

The Fund is targeted at enabling key development areas and will help to create about 20,000 new jobs over the next 10 years. A number of strategic transport projects will be delivered to facilitate growth identified in the SEP.

Transforming Cities Fund

The West Yorkshire Combined Authority has submitted an ambitious final bid to the Government's Transforming Cities Fund.

The Bid focuses on measure that benefit as many communities across the region as possible, removing the barrier of accessing an affordable and sustainable transport network for our most disadvantaged communities.

West Yorkshire Bus Alliance

The West Yorkshire Bus Alliance aims is to put customers at the heart of improving services, keeping buses moving and developing a sustainable bus network.

Monitoring and impact

We will monitor progress towards meeting this priority against the following headline indicators. Full details of these indicators and progress against them can be found in [Monitoring and Impact](#).

Access inequality ratio (employment) - Ratio of jobs that can be accessed within 30 minutes by bus compared with those accessible by car from the 10% most deprived neighbourhoods in West Yorkshire

West Yorkshire mode share - Average number of trips / distance travelled by mode by WY residents, based on NTS trip rates

Reported road casualties - Total killed or seriously injured casualties in the West Yorkshire area

Public satisfaction with bus and rail services in the region - Satisfaction scores for local bus and rail services as per the West Yorkshire Public Perceptions of Transport Survey

MCard ticket transactions (bus) - Annual number of bus trips made using MCard products

Satisfaction with highway infrastructure - Average weighted satisfaction score (by importance) of infrastructure maintenance items, such as condition of roads and quality of street lighting

DRAFT

This page is intentionally left blank

Housing, Heritage and Regeneration

<p>Vision</p> <p>Well-connected neighbourhoods which support inclusive growth with good quality homes, in places where people want to live.</p>	
<p>What success will look like</p> <p>Enabling housing growth and supporting our places to maximise their potential through effective place making that will leverage private sector investment. This approach recognises that people are not bound by geographies when choosing where they want to live incorporating other factors such as transport, access to jobs and education and community.</p> <p>Priority projects delivered in our Spatial Priority Areas, urban centres and growth zones through the Leeds City Region Strategic Sites Pipeline which meet the needs of our communities.</p> <p>More small and medium sized construction businesses being used to bring forward brownfield sites in urban centres and existing residential areas.</p> <p>Strong strategic relationships with Homes England, Housing Associations and other developers with greater investment in housing which delivers a good quality choice across tenures and greater use of modern methods of construction.</p>	
<p>Strengths</p> <p>Unique town and city centres with strong industrial heritage</p> <p>Great culture and countryside with a high quality of life offer</p> <p>Planning permissions in place to deliver 70,000 homes across the region</p> <p>Relatively affordable housing market across most of the region with a diverse offering</p> <p>Continuous increase in levels of housing delivery over the last 5 years</p> <p>Significant transport investment planned for the region that will unlock housing growth</p>	<p>Challenges</p> <p>Building rates are below what's needed to meet demand – and development is not evenly spread across the region</p> <p>Planning permissions for 40,000 homes in place on brownfield sites, which can be expensive to deliver and stalled</p> <p>Complex major development sites requiring infrastructure delaying delivery of new homes</p> <p>Affordable housing needs are increasing with rising levels of homelessness and in work poverty</p> <p>High proportions of existing homes are poor quality and poorly insulated and were built pre-war, making them expensive to repair and keep warm</p> <p>A falling number of small and medium sized developers contributing to housing delivery</p>

Policies and strategies

- Housing Vision
- Housing & Regeneration Strategy (2014)
- Housing Position Statement (April 2017)
- Spatial Narrative (in development)
- Local Industrial Strategy (in development)
- Connectivity Strategy (in development)
- LCR Housing Market Assessment (2015)
- LCR Private Sector Stock Modelling and Health Impacts Assessment (2016)
- LCR Housing Markets Geographies Study (2016)
- LCR Housing Affordability and Need Study (in development)
- LCR Housing Requirements (2015/16)

Who's helping make this happen

We have strong relationships with partners – including housing associations, developers and Homes England and are working together to tackle challenges through closer collaborations

The [Place Panel](#) provide advice and strategic direction on our policies and projects in relation to housing and regeneration. The panel is made up of both local councillors and representatives from local businesses.

What we are doing to make this happen

We are working in partnership across the region to support delivery through:

- Development of the Leeds City Region strategic sites pipeline, which brings together the priority sites from across the region which require public sector intervention to leverage private investment and identifies barriers to delivery
- LCR Housing Association Partnership - working across a range of workstreams to support the partnership members to deliver sustainable and affordable homes and services across the region.
- Provision of expert urban design support to partners to achieve high quality placemaking
- Delivery of the One Public Estate programme, to better maximise use of public sector assets across the region
- Working with Historic England and Homes England to repurpose historic buildings, as well as providing grant support e.g. for Rutland Mill, Wakefield
- Working to unlock housing and regeneration through transport investment. Transport Fund has helped unlock priority sites such as Kirkstall Forge (new rail station and access road), Wakefield City Fields (Wakefield Eastern Relief Road), and York Central (Newton Bar)

Examples of investment projects

Through Growth Deal funding we are also investing in priority housing and regeneration projects such as:

[Halifax Beech Hill](#)

This project is to assist with the demolition of three high-rise tower blocks and Stannary Depot with a view to developing the delivery of new housing development in its place. The funding will principally focus on Phase 1 of the regeneration project; this will include the construction of 114 homes, of which over 50% will be affordable.

[Dewsbury Riverside](#)

The Dewsbury Riverside proposal looks to address the local, regional and national shortage of housing, whilst also contributing to the regeneration of the wider area, as a key element of the North Kirklees Growth Zone. The LEP is funding infrastructure and access works to unlock the housing site.

[See spreadsheet](#) for full details housing and regeneration projects receiving funding from the Growth Deal.

How this will meet our priorities

Boosting productivity: Delivering 65,000 new homes over the next five years to support economic growth

Tackling the climate emergency: Creating people centred growth through a clean, high quality development approach

Enabling inclusive growth: Building inclusive neighbourhoods for towns and cities of the future

Putting people first: quality of place is as important as important as delivery of new homes. New housing has to be a good offer in places where people choose to live

Delivering 21st century transport: Maximise investment in transport infrastructure - including national schemes such as HS2 - to accelerate good quality, people centered development

Securing money and powers: Investment in new and existing stock is desperately needed to realise these ambitions and respond to the challenge of climate emergency. Our housing and regeneration asks are aligned to our longer-term ambitions to deliver growth and create connected inclusive communities.

This page is intentionally left blank

Our Partnerships

Partnership is at the heart of everything we do. We can't meet our priorities and realise our vision for West Yorkshire on our own. The Combined Authority engages with local residents and businesses, works with other organisations in West Yorkshire and collaborates with the rest of Yorkshire and the North of England to develop, shape and deliver our policies, services and projects.

Residents and businesses

We engage with local residents and businesses to test our ideas, ensure that our policies meet the needs of communities and employers and to make certain that our work reflects the diversity of opinion and lived experience in the region.

To support this process, we have developed YourVoice, a consultation and engagement website which enables us to share information and source feedback in an open and accessible way.¹ In the first twelve months since launching, YourVoice had 83,600 page views across 22 projects with over 600 users registered to share their opinions.

A public consultation open to members of the public and businesses was undertaken throughout Spring/Summer 2020 on our devolution deal. We wanted to encourage as many people as possible across West Yorkshire to take part in the consultation and set a target of 1,000 responses to the open consultation, on the basis of responses to regional consultations undertaken elsewhere. In total 4,413 people responded to the consultation, over four times our target - making the West Yorkshire consultation the largest ever public consultation on English regional devolution.

But we're always keen to engage directly with people. For example, during the production of our Local Industrial Strategy we've held over 70 engagement events, engaging face to face with over 1000 people including senior business leaders, colleges, think-tanks, academics, cultural groups and community leaders. This included visiting local schools to engage with young people on their thoughts on the future and the changes that would like to see in the region.

We also have several advisory panels and groups that bring together experts and leaders from businesses, the public sector, community organisations and academia to advice and drive forward our work. These are:

- [Business Innovation and Growth panel](#). This panel oversees projects that strengthen our global competitiveness, encourage innovation and enterprise and unlock small business growth.
- [Employment and Skills panel](#). This panel oversees projects to address skills gaps in the region's key sectors and create local leaders that drive improvements in skills and employment.
- [Green Economy panel](#). They oversee projects that are helping to develop a cutting-edge energy infrastructure for the region that will drive innovation and contribute to business growth. Their main objective is to achieve a substantial and continued decrease in carbon emissions, while also increasing economic output and employment.

¹ We also always ensure that people can participate in consultations via post or phone to ensure that all can take part.

- [Inclusive Growth and Public Policy panel](#). This panel was established to support the LEP Board and Combined Authority's ambition to secure inclusive growth.
- [Place panel](#). This panel's aim is to develop strategic housing and regeneration policy, fulfil duty to cooperate requirements around local planning and achieve a more integrated place based approach to how public assets are used to support economic growth.
- Business Communications Group. This group is made up of spokespeople from key business representative organisations. They play an active role in supporting business growth in the region by helping to coordinate effective communications with the businesses community

Partners in West Yorkshire

The West Yorkshire Combined Authority is not the only organisation that wants to see West Yorkshire recognised globally as a world-leading region. But we are the organisation best placed to bring different groups together around shared objectives across the region. We work with other organisations in West Yorkshire to consider their priorities, benefit from their expertise and to better deliver our services and projects.

At all times this includes our local authority partners of Bradford, Calderdale, Kirklees, Leeds and Wakefield, all of whom are represented by local leaders on the Combined Authority board. All of our advisory panels and groups include representatives from the five local authorities as well. We also make sure that our policies and strategies reflect their local priorities, take full account of their own policies and strategies and build on the work that they are already undertaking. And just as some decisions are best taken at a regional level, we know that some decisions are best made at a local level by those even closer to those that they affect.

Key policies and strategies produced by our local authority partners include:

- [Bradford Economic Strategy 2018-2030](#)
- [Calderdale Inclusive Economy Strategy 2018-2024](#)
- [Kirklees Economic Strategy 2019-2025](#)
- [Leeds Inclusive Growth Strategy 2018-2023](#)
- [Wakefield District Economic Strategy 2018-2023](#)

Further examples of how we work in partnership with other organisations in West Yorkshire include:

The West Yorkshire Bus Alliance is a voluntary partnership that brings together the Combined Authority, bus operators and representatives of passenger interests. It provides a structure for them to work together to improve bus services and deliver an affordable and reliable bus network. This includes making fares easier to understand, introducing new less polluting vehicles with better facilities such as free Wi-Fi, and providing better journey planning information.

The Place-Based Economy Network (PERN) a multi-University network of experts in local and regional economic recovery, to support the Combined Authority and the LEP (and other public bodies, such as local authorities) in the design, plan and implementation of COVID-19 recovery efforts. The offers access to academic expertise as well as practical and applied research.

Working as one Yorkshire

Working together as West Yorkshire means that we can work at a level that reflects people's everyday lives across the area that they live and work in. But we're proud of to be part of Yorkshire and there are areas where it makes sense to work together as the whole of Yorkshire, such as promoting tourism and our shared cultural heritage. The Yorkshire Leader's Board brings together representatives from 20 councils across Yorkshire to facilitate collaboration on a Yorkshire-wide basis.

Building the Northern Powerhouse

We also collaborate with the rest of the North of England to overcome the greatest challenges posed by the unbalanced nature of the UK economy and create the Northern Powerhouse. We're active members of a number of pan-Northern bodies and together we have co-produced a number of joint strategies that seek to level up the North.

We're part of [Transport for the North](#) (TfN), England's first sub-national transport body. TfN brings us together with the north's other local transport authorities, business leaders and government to enable the North to speak with one voice on the transport investment needed to drive growth and rebalance the economy.

We're also part of [the NP11](#), a business led voice for the North that brings together the 11 Local Enterprise Partnerships from across the Northern Powerhouse. NP11 works in partnership across the public and private sectors to drive economic prosperity.

In many cases working with our partners across the north helps us achieve our priorities for West Yorkshire too. This includes boosting productivity through the commissioning of the Northern Powerhouse Independent Economic Review, tackling the climate emergency through the planting of the Northern Forest and delivering 21st century transport through the construction of Northern Powerhouse Rail.

This page is intentionally left blank

West Yorkshire Strategic Economic Framework: draft headline indicators

121

DRAFT - August 2020

21st Century Transport

122

Indicator title	Description
Access inequality ratio (employment)	Ratio of jobs that can be accessed within 30 minutes by bus compared with those accessible by car from the 10% most deprived neighbourhoods in West Yorkshire
West Yorkshire mode share	Average number of trips / distance travelled by mode by WY residents, based on NTS trip rates
Reported road casualties	Total killed or seriously injured casualties in the West Yorkshire area.
Public satisfaction with bus and rail services in the region	Satisfaction scores for local bus and rail services as per the West Yorkshire Public Perceptions of Transport Survey
MCard ticket transactions (bus)	Annual number of bus trips made using MCard products
Satisfaction with highway infrastructure	Average weighted satisfaction score (by importance) of infrastructure maintenance items, such as condition of roads, quality of street lighting etc

Boosting productivity (1)

123

Indicator	Description
Productivity	Nominal gross value per hour worked
Full-fibre coverage	Full-fibre coverage (% premises connected - FTTP or FTTH)
Take-up of superfast (or above) broadband services	% of properties that use superfast or ultrafast (at least 300 Mbit/s) services in areas where at least superfast broadband is available
Mobile coverage (4G and 5G)	% of area with access to good 4G and 5G mobile coverage (indoors)
Employment rate	% of 16-64 resident population in employment
Businesses engaging in innovation activity	% of businesses in the area that have engaged in innovation, including new / improved products or services, new technologies, knowledge transfer etc
Goods / services exports as % of GVA	Value of i) goods and ii) services exports expressed as a proportion of total GVA

Boosting productivity (2)

Indicator	Description
% qualified at level 4 and above	% of population aged 16-64 with highest qualification at Level 4 and above
Cultural sector contribution to employment	% of jobs that fall within cultural activities sector
Economic output (GVA)	Gross value added (balanced) at current basic prices
Economic output (GVA) per head	Gross value added (balanced) per head of population at current basic prices
Private sector businesses	Number of private sector workplaces per 1,000 resident population
Business birth rate	Proportion of active businesses that began trading in reporting year

124

Inclusive growth (1)

Indicator	Description
% of households in fuel poverty	Proportion of households in fuel poverty - required fuel costs are above average and would take household below poverty line were that amount to be spent.
% qualified below level 2	% of population aged 16-64 with highest qualification below level 2 or no formal qualifications
Unemployment rate	Proportion of labour force who are unemployed and actively seeking and available for work
Housing affordability	Ratio of lower quartile house price to lower quartile earnings
Rented housing costs	Median monthly rents for private sector two bedroom properties
% of employees in quality work	% of employees who have good hours, a desired contract type, and are not in low pay
Apprenticeship starts	Number of people starting an apprenticeship each academic year

125

Inclusive growth (2)

126

Indicator	Description
Life expectancy	Inequality in healthy life expectancy at birth
Premises at risk of flooding	Number of homes and commercial units by likelihood of flooding
Jobs paying below Real Living Wage	% of local jobs that pay below the Living Wage Foundation's Real Living Wage threshold
Gross disposable household income	Gross disposable household income per head
Net additional dwellings	Net gain in dwellings based on local authority estimates of gains and losses of dwellings during each year
Employment rate gap for disadvantaged groups	Proportion of people in employment in disadvantaged groups (disabled, BAME, aged over-50) versus overall employment rate
People without basic digital skills	Proportion of people who lack digital skills needed to operate in society and / or the workplace
NEETs	Percentage of 16-17 year olds NEET or activity not known

Tackling the Climate Emergency

127

Indicator	Description
CO2 emissions (ktCO2)	Carbon dioxide emissions estimates at local authority level
CO2 emissions (ktCO2) by sector: *Domestic *Industry and commercial *Transport	Contribution of different sectors of local economy to total carbon emissions
Emissions intensity ratio	Ratio of carbon emissions to gross value added (indicator of carbon-intensity of economy)
Access to Green and Blue infrastructure	% of population within easy reach of network of green and blue infrastructure
Building energy efficiency	Average Energy Performance Certificate rating of domestic properties

Securing money and powers

Indicator	Description
Net contribution of local area to exchequer	Balance between taxes and public spending attributable to West Yorkshire. Ambition is to make area a net contributor to national economy

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

Date: 3 September 2020

Subject: **Corporate Performance Report**

Director: Angela Taylor, Director, Corporate Services

Author(s): Jon Sheard, Head of Finance

1. Purpose of this report

- 1.1 To provide the LEP Board with an update on a range of corporate and governance matters.

2. Information

- 2.1 As previously agreed, a corporate performance report is now being submitted to each meeting of the LEP Board, to provide information on budgets, performance management, risk, audit, scrutiny and any other matters that emerge. This is in line with recommended practice as set out in the Strengthened Local Enterprise Partnerships document and in line with the commitments in the Assurance Framework.

Revenue Budgets

2019/20

- 2.2 A final outturn (unaudited) for 2019/20 is a £1.3 million surplus which is an additional £0.9 million and puts the general reserves at approximately £8 million. The improved year end position is mainly attributable to the additional interest earned on short term investments due to the delays in the grant funded capital programme (£0.9 million), savings in bus operator payments (£0.2 million), savings across all supplies and services (£0.4 million) and these offset by reduced income compared to that previously forecast (£0.5 million). The final (unaudited) revenue budget position for 2019/20 is attached at **Appendix 1**.

2020/21

- 2.3 A balanced budget was approved by the Combined Authority meeting on 6 February 2020. Work is underway on whether a revised revenue budget for 2020/21 is required to account for the impact of Covid-19. The current estimated impact was considered by the Member's Budget Working Group in

June 2020 and by the Combined Authority on 27 July 2020, with further work taking place over the summer.

- 2.4 A summary of the 2020/21 current revenue spend to original budget as at June 2020 is attached at **Appendix 2**. A new format is presented, including a RAG rating to help identify those budget lines that are a concern. There are a number of emerging 'red' areas of concern to report. These are related to the Covid-19 pandemic. Key impacts are being felt across commercial income, bus station costs, commission from travel card / MCard sales, bus revenues (for gross cost contracts) and transport service costs. These forecasts have been shared with the Ministry of Housing, Communities and Local Government (MHCLG), and transport elements with Department for Transport (DfT). To date the DfT has approved some additional bus subsidy grant nationally, a proportion of which has come to West Yorkshire and there is also the possibility of some further relief on sales, fees and charges.

Statutory accounts 2019/20

- 2.5 There is a statutory requirement for approval of the annual accounts by 31 July each year, though for 2019/20 this has been extended to 30 November 2020. Audit work has now been largely completed with no problems identified and the audited accounts will be presented for approval to the Governance and Audit committee in October 2020.

2020/21 Corporate Plan and LEP Annual Delivery Plan

- 2.6 In line with the requirements of the Strengthened Local Enterprise Partnerships agenda, the inaugural LEP Annual Delivery Plan was published in May 2019. A draft LEP Annual Delivery Plan for 2020/21 was presented to the April LEP Board meeting which was subsequently held as an informal meeting due to the Covid-19 pandemic. Following this meeting further work has been undertaken on the Plan to ensure that this now reflects the key areas of priority to aid the Covid-19 recovery.
- 2.7 An updated version of the 2020/21 LEP Annual Delivery Plan is attached at **Appendix 3** and Members of the LEP Board are asked to provide feedback on this and to delegate final approval of the content to the Chair of the LEP Board and the Managing Director. It should be noted that at this stage the document has not been subject to a design process and this will follow once the content has been finalised.
- 2.8 The LEP Annual Delivery Plan has been designed as a standalone document, but also forms an integral part of the organisation's overarching Corporate Plan, which sets out the priorities for the Combined Authority and the LEP as a whole. The content of the 2020-21 Corporate Plan was endorsed by the Combined Authority at their meeting of 27 July and can be found [here](#).
- 2.9 The wider Corporate Plan is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth. A comprehensive suite of

performance indicators has been developed to measure the organisation's specific contribution towards achieving these four overarching corporate priorities. An assessment of progress against these indicators for the financial year to date has been undertaken and a summary of the results of this is provided in **Appendix 4** as part of the wider corporate performance snapshot.

- 2.10 The analysis of performance against objectives to date reflects a positive position overall. Most of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region have been achieved.

Corporate risk update

- 2.11 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.12 A summary of the headline strategic risks is included at Appendix 4 to this report. This has been updated since the last reporting period to include updated strategic risks related to the ongoing COVID-19 pandemic. These strategic risks are supplemented by detailed operational risks which are being managed through the Combined Authority's Gold command incident response structure, which is coordinating the response to, and recovery from, the Covid-19 pandemic.

Internal Audit

- 2.13 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. To date no audit assignments specifically on LEP activities have yet been completed for 2020/21, with a proportion of audit resource this year being focussed on supporting the work on becoming a mayoral combined authority.

Overview and Scrutiny Committee

- 2.14 At its last meeting the Overview and Scrutiny Committee agreed a workplan for this year focussing primarily on the mayoral combined authority preparations. It also considered information on the response to COVID-19 including the work of the Economic Recovery Board and the impact of the pandemic on business.

3. Clean Growth Implications

- 3.1 None arising directly from this report.

4. Financial Implications

- 4.1 As set out in the report.

5. Legal Implications

5.1 None arising directly from this report.

6. Staffing Implications

6.1 None arising directly from this report.

7. External Consultees

7.1 None.

8. Recommendations

8.1 That the LEP Board note the corporate performance information provided.

9. Background Documents

9.1 None.

10. Appendices

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – 2020/21 revenue budget monitoring

Appendix 3 – LEP Annual Delivery Plan

Appendix 4 – 2019/20 Corporate performance update

West Yorkshire Combined Authority - Summary

Title	Original Budget 2019/20 £	Final Outturn (Unaudited) Actual £	%	Appendix 1 February Forecast 2019/20 £
<u>Expenditure</u>				
Salary & Pay Related Costs	23,574,623	21,069,025	89.4%	20,743,106
Indirect Employee Related Costs	385,450	454,320	117.9%	376,255
Premises Related Costs	6,249,646	7,008,331	112.1%	6,776,016
Travel, Transport & Subsistence Related Costs	121,662	154,881	127.3%	149,679
Member Related Costs	219,000	203,643	93.0%	152,000
Office Supplies & Services	544,573	720,657	132.3%	646,303
ICT & Telephony Costs	2,614,132	2,242,441	85.8%	2,659,937
Professional & Consultancy Fees	2,196,070	2,718,492	123.8%	3,481,442
Marketing & PR Costs	2,079,896	1,382,052	66.4%	2,528,402
Insurance	304,900	308,204	101.1%	382,900
				0
Operator Payments (Transport)	25,601,325	26,137,686	102.1%	25,556,000
Pre Paid Ticket Cost	34,125,000	32,504,355	95.3%	34,125,000
Concessions	56,446,802	55,261,422	97.9%	55,657,492
Additional Pension Costs	2,301,600	2,185,195	94.9%	2,213,100
Financing Charges	5,465,000	3,929,585	71.9%	4,754,000
				0
Grants	2,337,597	1,694,465	72.5%	2,427,542
Other Miscellaneous Costs	5,080,894	3,132,480	61.7%	2,414,358
				0
Contribution to External / Related Parties	326,912	344,237	105.3%	383,199
				0
Additional Savings Target	(1,046,619)	0	0.0%	0
Contingency	0	0	0.0%	250,000
Total Expenditure	168,928,463	161,451,471	95.6%	165,676,730
<u>Income</u>				
Rail Admin Grant	(878,000)	(878,000)	100.0%	(878,000)
LEP General Funding Income	(1,234,000)	(1,487,580)	120.5%	(1,234,000)
Growing Places Fund Interest	(300,000)	(652,789)	217.6%	(500,000)
Enterprise Zone Receipts	(1,958,320)	(2,380,629)	121.6%	(2,307,000)
Transport Levy	(93,198,000)	(93,198,000)	100.0%	(93,198,000)
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100.0%	(2,060,000)
Education Contribution to Transport	(6,768,000)	(7,078,343)	104.6%	(6,708,000)
Bus Station Tenant Income	(1,713,725)	(1,373,931)	80.2%	(1,592,705)
Bus Station / Services - Other Income	(2,758,297)	(2,744,718)	99.5%	(3,209,657)
Admin Recharges	(2,485,223)	(2,886,482)	116.1%	(2,453,914)
Capitalisation of Revenue Costs	(7,740,378)	(6,593,352)	85.2%	(7,150,107)
Pre Paid Ticket Income	(34,125,000)	(32,504,354)	95.3%	(34,125,000)
Other Income	(12,507,279)	(8,935,203)	71.4%	(10,590,785)
Total Income	(167,729,814)	(162,776,973)	97.0%	(166,007,168)
Net Expenditure	1,198,649	(1,325,502)	-110.6%	(330,437)

This page is intentionally left blank

Revenue Budget 2020/21	Original Budget 2020/21	Actual as at June 2020	Utilised	Notes / Commentary	RAG Rating
	£	£	%		
Employee Costs - Control Total	25,189,079	5,732,578	22.8%	Some staffing vacancies and also pay award not yet agreed.	
Indirect Employee Costs - Control Total	1,557,372	172,483	11.1%	Spend to date - as expected due to timing of pension invoice.	
Premises Costs - Control Total	6,088,828	847,503	13.9%	Spend to date - as expected due to premises invoices paid in arrears	
Supplies and Services	5,639,649	399,273	7.1%	Spend to date - as expected due to invoices paid in arrears	
ICT Related Costs	2,594,678	927,253	35.7%	Spend to date - as expected due to certain ICT costs paid in advance	
Travel & Transport Costs	257,030	41,851	16.3%	Less staff travel due to Covid-19 and also claimed in arrears	
Tendered Services	25,466,000	7,740,944	30.4%	Spend in line with Government requirements during lockdown - though expecting additional costs due to Covid-19	
Concessionary Fares	55,157,492	13,026,987	23.6%	Spend in line with Government requirements during lockdown	
Prepaid Tickets Costs	35,800,000	1,926,794	5.4%	Mcard payment significantly reduced - Covid-19 - offset by Mcard sales	
Grants and Agency costs	612,547	208,101	34.0%	Spend as expected	
Consultancy and Professional Services	3,221,396	868,805	27.0%	Spend as expected	
Financing Charges	6,676,400	(0)	0.0%	Spend as expected - accrued at the Year End	
Total Expenditure	168,260,471	31,892,570	19.0%		
Income - Transport	(11,556,350)	(602,233)	5.2%	Covid19 - Impact on bus station & bus services income	
Income - Grants	(11,916,692)	(3,023,417)	25.4%	Grants received as expected	
Income - EZ Receipts	(2,307,000)	(5,153)	0.2%	As expected - EZ receipts received in arrears	
Income - Interest Earned	(1,386,000)	0	0.0%	Interest Earned in arrears - though expecting Covid19 impact on returns	
Income - Operational	(2,593,182)	(122,712)	4.7%	As expected - revenue project claims in arrears	
Internal Recharges / Apportionment	(10,503,247)	(2,124,411)	20.2%	Income as expected	
Pre Paid Ticket Income	(35,800,000)	(1,921,085)	5.4%	Mcard sales significantly reduced - Covid-19 - offsets payments	
Transport Levy	(92,198,000)	(20,275,831)	22.0%	Income as expected	
Total Income	(168,260,471)	(28,074,841)	16.7%		
Net Expenditure Total	(0)	3,817,729			

This page is intentionally left blank

LEP delivery plan v3 – updated Aug 2020

Section	Content
1. Introduction	Roger Marsh OBE DL
2. What is the LEP?	Info on what the LEP is and new geography
3. Achievements 2019/20	Highlights of achievements and milestones from 19/20
4. Our plans for 20/21	High level plans for 20/21 split by priority
5. Strategic activity and influencing	How we will work with partners to achieve our aims
6. Governance and finance	LEP boards with headshots Financial info Logos of our partners Contact info

1. Introduction

By Roger Marsh OBE DL, Chair of the LEP

This year is proving to be the most remarkable we have faced in living memory. The COVID-19 outbreak is undoubtable the greatest challenge our region, the UK and the world has ever known. It has united us in our appreciation of the NHS and key workers and divided us in the impact it has on our lives, and the outcomes for the most vulnerable in our society.

Here in the Leeds City Region, up to a quarter of businesses were forced to temporarily shut their doors, with as many as 300,000 people being placed on the Government's furlough scheme.

As a LEP, we have been at the forefront of our region's response to the pandemic, playing a key role in establishing the Economic Recovery Board to ensure businesses can survive the immediate economic shock while putting long-term measures in place. We worked quickly to support our region's economy putting in place a package of measures to help safeguard the thousands of jobs and businesses affected. We also used our capital grants scheme and supported our

partner councils, which have already channeled £430 million to more than 37,000 businesses in the region.

Turning crisis into opportunity

Over the long term, the historic £1.8 billion devolution deal signed by the region's leaders and Government in March 2020 will allow the LEP to work in partnership with the Combined Authority to build on the support already available and help businesses and the Leeds City Region economy recover from the impact of the COVID-19 pandemic.

The devolution deal also includes a new Mayor for West Yorkshire who will be elected in May 2021 to give our region a stronger national voice, adding to that of the LEP.

As a region, we have proven time and time again what we can do when given the opportunity. Since 2015, the £1 billion Growth Deal that the LEP secured has helped thousands of businesses to grow and create jobs. Now, with this devolution deal, we have the chance to go much, much further.

A personal thanks

As chair, over the last seven years, I have witnessed the tireless work and endless hours our people and our partners have invested in helping our region's businesses and communities. It is this passion and dedication that will ensure our economy can emerge stronger and build the kind of future to which the people of our region aspire. I'm a big advocate for arguing that the Leeds City Region, and indeed the whole of the North, is the key to solving many of our national issues, and I'm confident we can lead the way out of the current economic and social crisis facing our nation.

2. What is the LEP?

We unlock the Leeds City Region's vast economic potential by enabling businesses to grow and develop. We work with partners across the public and private sectors, including the West Yorkshire Combined Authority, with the goal of stimulating growth that will create jobs and prosperity for everyone who lives, works and does business here.

The majority of our work benefits the five local authority areas known collectively as Leeds City Region.

Insert LEP map – illustrating current geography with former districts highlighted in a different colour

A new LEP geography for 2020

In order to comply with Government guidelines for local enterprise partnerships that no longer permit overlapping geographies, the LEP reluctantly agreed to change its geography. From 1 April 2020 onwards, the LEP formally covers the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield. Strong partnership

arrangements have been put in place to ensure that the LEP's work and investments continue to have maximum benefit for the wider region's economy, particularly in York, Harrogate, Craven, Selby and Barnsley.

3. A positive impact across Leeds City Region 2019/20

From March 2019 to March 2020 our work has:

Boosting businesses

We supported 3,000 businesses:

- 227 to innovate
- 153 to be investment-ready
- 126 to improve their financial health and resilience
- 67 to reduce their energy, water and waste use
- 264 to trade overseas

Strengthening skills

We've helped:

- 1,000 businesses with education, apprenticeships and sector skills initiatives
- 2,209 people to gain in-demand skills
- 8,600 disadvantaged students to learn about the world of work with careers support
- 40 businesses commit to working with schools and colleges
- 21 businesses commit to a skills plan for employees

Winning investment

We've enabled:

- 137 businesses looking to locate to our region
- 35 businesses open new sites in our region
- 1,237 new jobs created
- £46 million private sector investment
- 99 foreign-owned companies account managed

Our Growth Deal with Government

In 2014, the West Yorkshire Combined Authority and the Leeds City Region LEP secured a £1 billion Growth Deal.

This has enabled West Yorkshire to make a strong start:

- Bringing close to £3 billion public and private sector investment into the region to boost growth and jobs.
- Creating 20,600 jobs and adding £2.1 billion a year to the economy.
- Putting in place a £1 billion package of transport investment to upgrade transport links, making it easier for people and businesses to get around.
- Helping 4,800 businesses to grow since 2011, unlocking close to half a billion pounds of private sector investment.
- Creating over 4,300 work opportunities for young people aged 16-24, including 2,000 apprenticeships.

Working together throughout 2019/20, we:

- Invested £10.19 million in the next phase of flood alleviation across seven projects in the Leeds City Region safeguarding 23,177 jobs and 500 businesses from flood risk.

- Paid out 59 Resource Efficiency Fund grants helping save businesses nearly 2 million kWh of energy – enough to charge every Nissan Leaf electric car sold in UK at least twice.
- Worked with 15 projects across the City Region which will result in carbon savings of 250,000 tonnes of CO₂ – the same amount of energy used to charge 31 billion smart phones – through our Energy Accelerator programme.
- Invested £33.4 million into the new Quarry Hill campus at Leeds City College benefitting more than 3,000 students.
- Celebrated the first year of Nexus – the world leading innovation and research centre at the University of Leeds – which received £3 million funding.
- Invested £60 million in improvements to bus, road and rail travel across our region.
- Developed plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities.
- Continued to deliver the second phase of our £45 million Enterprise Zone programme.
- Worked with 60 businesses and 24 schools through our CityConnect programme to help more people to travel by bike and on foot.
- Added 18.5km of high quality, segregated routes, to our region's growing cycling and walking network, including Bradford's Canal Road Cycleway, Leeds City Centre Cycle Superhighway and a series of towpath improvements on the Rochdale Canal around Hebden Bridge.

Attracting businesses to the region

The past 12 months has seen a number of high profile businesses choose to set up, or scale up, in the region. The strong growth in high-tech and digital companies underlines Leeds City Region's status as the UK's digital heartland and is supported by [#welcome](#), the LEP's £2.4 million digital inward investment fund.

Companies that have chosen to base themselves in the City Region include:

- FinTech company iwocca, one of one of Europe's largest business lenders, which will create up to 100 new jobs by 2023.
- Link Group, a leading global provider of financial administration services, which is establishing a new £27m Northern Hub, with space for 850 employees.
- Industrial IT and automation systems provider Novotek UK & Ireland, which has opened an innovation centre in Leeds.
- AND Digital, which is expanding its offering with a brand-new office – known as a 'club' – in Halifax, West Yorkshire.

Following Channel 4's decision to establish its national headquarters in Leeds, we have also seen a significant growth in independent producers setting up or expanding in the region. The presence of Channel 4 has accelerated activity and acted as the spark for expansion and investment across the City Region. We estimate that the impact of Channel 4 will be £1 billion over the next 10 years, creating 1,200 jobs.

Committed to transparency and value

This year, the LEP has continued its journey to become the most transparent LEP in the country, implementing a series of measures that go much further than the national best practice guidance.

The LEP holds all its meetings and sub-committee meetings in public, publishes reports and minutes from its meetings on the Combined Authority website, and publishes details of grants awarded to businesses in Leeds City Region. The LEP also works to an Assurance Framework that ensures all funding is subject to a consistent level of rigour and scrutiny.

4. Our plans for 2020/21

Over the next 12 months our focus will be on supporting our region to successfully recover from both the short and long-term impacts of the COVID-19 pandemic through the West Yorkshire Economic Recovery Board and making the most of the historical £1.8 billion West Yorkshire devolution deal. This joint commitment will be at the heart of everything we do as we work with our partners to ensure we emerge as a stronger, more resilient region.

As the LEP, we will work to influence the shape and size of future regional funding, including the UK Shared Prosperity Fund and the 2020 spending review, while maximising delivery against European funds.

We also continue to work in partnership with the NP11 – the 11 Northern LEPs – to strengthen our voice, combining that effort, where appropriate, with business, industry and community groups

Doing so will help us achieve our priorities for the coming year:

Boosting Productivity

Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs

- Support businesses to recover from the COVID-19 pandemic and respond to the challenges and opportunities of Brexit, providing intensive support to 1,000 businesses.
- Develop specialised business support programmes tailored to COVID-19 recovery.
- Finalise and implement the Local Industrial Strategy and Strategic Economic Framework and develop a pipeline of interventions across the foundations of productivity.
- Complete delivery of the Future Ready Skills Commission - an independent Commission of experts and leading thinkers working to create an improved skills system for the UK and deliver better outcomes at a local level.
- Support people to access employment opportunities and to retrain, particularly those in sectors affected by the COVID-19 crisis.
- Complete investment of Growth Deal into projects by March 2021 helping to create and safeguard jobs across the Region.

- Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.

Enabling Inclusive Growth

Enabling as many people as possible to contribute to, and benefit from, economic growth

- Helping our most disadvantaged young people achieve their goals by working closely with schools and colleges – including supporting them to recover from the COVID-19 crisis.
- Work with schools and colleges in disadvantaged areas to boost careers advice.
- Provide support for SMEs to create more apprenticeship opportunities, particularly to address an anticipated decline in demand for apprentices following the COVID-19 crisis.
- Deliver superfast broadband connectivity to over 44,000 premises across the city region through the Broadband programme.
- Support people to access employment opportunities and to re-train, particularly those in sectors undergoing structural change and/or affected by the COVID-19 crisis.

Tackling the Climate Emergency

Ensuring a green recovery from the COVID-19 pandemic and accelerating our plans for a net zero carbon economy by 2038 at the latest

- Deliver eight priority projects in the Energy Strategy and Delivery Plan
- Help 150 businesses to lower their carbon impact and support employees to walk or cycle to work through the Travel Plan Network and the ReBiz resource efficiency programme.
- Support a further eight low carbon low energy projects through the Energy Accelerator
- Complete the installation of a further 44 ultra low emission vehicle charging points around the region.
- Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities and Covid-19 recovery.

Delivering 21st Century Transport

Ensuring our region's transport network recovers from the impact of the COVID-19 pandemic whilst laying the foundations for future improvements

- Increase bus patronage and customer satisfaction through the West Yorkshire Bus Alliance
- Continue to develop plans for a Mass Transit system for West Yorkshire.
- Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.
- Continue input to the Integrated Rail Plan, which will inform how to quickly bring forward rail improvements for the North of England alongside HS2.
- Deliver new high-quality cycle and walking routes through Phase 3 of the City Connect programme and provide temporary cycling and walking solutions to reduce car usage.

- Start delivery of an ambitious programme of transport infrastructure improvements through the Transforming Cities Fund, to reduce reliance on the car and promote public transport, cycling and walking.

5. Strategic activity and influencing

This year, the LEP will also continue its strategic activity, working closely with a wide range of partners to influence policy-making for the benefit of the region, to make the most of the opportunities of devolution and support business and individuals as we recover from the impact of COVID-19.

Key activities include:

Building on the opportunities of devolution

The West Yorkshire devolution deal agreed with Government offers unprecedented opportunities for the City Region, unlocking £1.8 billion of government funding over the next 30 years. It means that more of the decisions that affect our region will be taken here and will allow us to invest in public transport, support businesses, improve skills and living standards while tackling the climate emergency.

The LEP will continue to work closely with the Combined Authority, and this close integration is a model of efficient partnership working that has been fundamental to our success. This strong partnership approach in pursuit of our shared interests will be further enhanced by the arrival of a West Yorkshire Mayor, who will also be a member of the LEP Board.

Supporting the region through Covid-19

In the wake of COVID-19, the Leeds City Region and UK face their greatest challenge in a generation. As the LEP, we stand ready to work with our partners at the West Yorkshire Combined Authority and Government to do all we can to support businesses and individuals across the region at this time and through the economic recovery.

Local Industrial Strategy

The LEP is a Local Industrial Strategy for Leeds City Region, designed to support business productivity, innovation and skills, while driving clean and inclusive growth. Sitting at the heart of a long-term strategic policy framework, the Local Industrial Strategy is a fundamental part of the LEP's efforts to level up Leeds City Region and support the region's economy as it recovers from the impact of Covid-19.

UK Shared Prosperity Fund

The LEP is continuing to work with Government to help shape the new UK Shared Prosperity Fund that will support regional economic growth after the UK leaves the EU. The LEP will continue to call for this funding to exceed existing domestic and EU funding allocations for the Leeds City Region and put more control of funding decisions in local hands.

Championing the Northern Powerhouse

Through the NP11 – a Government-funded body made up of the Chairs of the 11 Northern local enterprise partnerships and chaired by Roger Marsh OBE DL – we continue to champion the role of the Northern Powerhouse. The NP11 has been influential in making the case for rebalancing the UK economy towards the North.

Transport for the North

The LEP, working closely with the Combined Authority, will continue to be an active partner of Transport for the North (TfN) to ensure that the City Region's transport priorities are reflected both in the programme itself and through funding opportunities. Working with TfN and the new Northern Transport Acceleration Council, the LEP will also continue to champion the need for investment in our rail networks, particularly through the delivery of HS2, Northern Powerhouse Rail and the Transpennine Route upgrade.

Strategic transport pipeline

The LEP supports the Combined Authority's strategic transport plans, particularly the development of an integrated City Region transport network. These proposals will be developed in conjunction with the National Infrastructure Commission following the announcement that the region was one of five places they have chosen to work with to develop transport plans. The plans will be developed to link with our policies on infrastructure, housing and flood prevention.

Working in partnership

Having implemented the changes set out in the Government's Strengthening Local Enterprise Partnerships report, which have resulted in a new LEP geography, we remain committed to working with our partners at the Sheffield City Region LEP and the York, North Yorkshire and East Riding LEP, with the aim of ensuring our work can continue to benefit the our City Region economy, people and communities, and the North as a whole. Investment secured by the LEP under its previous governance arrangements will continue to be available across the whole City Region geography.

6. Governance and finance

The LEP Board

The LEP Board, under a private sector chair, ensures that our work meets the needs of employers in the region and supports our long-term goal of delivering inclusive growth for the benefit of everyone who lives and works in Leeds City Region. Its remit covers the whole of the Leeds City Region and it meets in public.

The LEP Board brings together members with diverse backgrounds and perspectives in the private sector, including business, the arts, social enterprise and academia, alongside council leaders representing the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield.

With a total of 18 members, 13 members of the Board are from the private sector and five from the public sector, with equal numbers of men and women.

The Chair has invited representatives of Craven, Harrogate, Selby and York to continue to attend Board meetings as observers in line with the LEP's commitment to allow discussion, debate and decisions to be taken with the benefit of a regional understanding.

Roger Marsh OBE DL Chair, LEP Board Combined Authority Member Deputy Chair, Investment Committee Chair NP11	Mark Roberts Co-founder Beer Hawk Deputy Chair, LEP Board	Rashik Parmar MBE IBM Fellow and Vice President Technology Chair, Employment and Skills Panel Councillor	Joanna Robinson Managing Director, Mansfield Pollard SME Representative Chair, Business Communications Group
Andrew Wright Managing Director, Reliance Precision Chair, Business Innovation and Growth Panel	Amir Hussain CoE, Yeme Architects	Kate Hainsworth CEO, Leeds Community Foundation Diversity Champion	Mandy Ridyard Finance Director Produmax
Professor Shirley Congdon Vice-Chancellor and CEO, University of Bradford	Kully Thiarai Creative Director and CEO, Leeds 2023	Kamran Rashid Director, The Socially Conscious Company	Helen Featherstone Deputy Director, Yorkshire Sculpture Park
Simon Pringle Managing Director, Project Rome	Cllr Judith Blake CBE Leader, Leeds City Council Chair, Business Investment Panel	Cllr Susan Hinchcliffe Leader, Bradford Council Chair, West Yorkshire Combined Authority	Cllr Denise Jeffery Leader, Wakefield Council
Cllr Shabir Pandor Leader, Kirklees Council Chair, Inclusive Growth and Public Policy Panel	Cllr Tim Swift MBE Leader, Calderdale Council Deputy Chair, West Yorkshire Combined Authority Chair, Place Panel	Cllr Keith Aspden (Leader of York – observer)	Cllr Richard Cooper (Leader of Harrogate – observer. Represents interests of Selby and Craven)

INSERT IMAGES OF BOARD MEMBERS

Where our funding comes from and how we spend it

As a public body we must ensure that our budget is balanced. Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund, the recently secured Getting Building Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

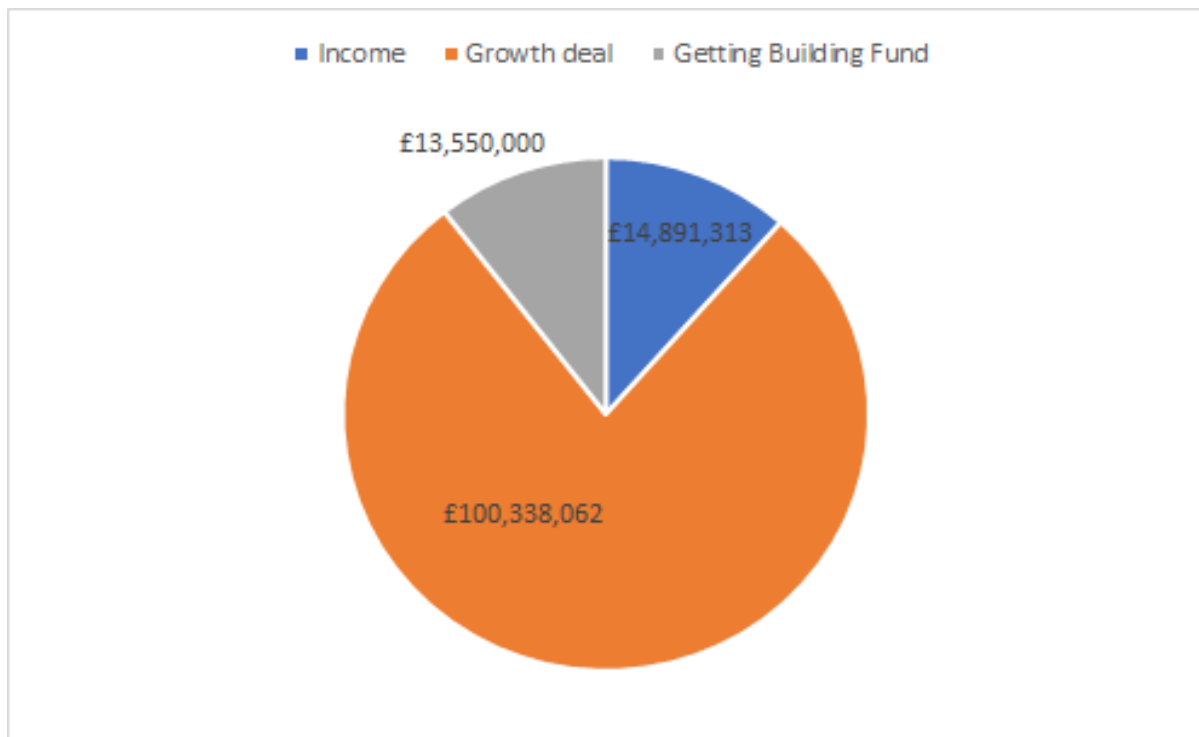
We also bring in Government, European and private sector funding to support our economic services and support for businesses. Private sector sponsorship pays for increasing amounts of our trade and investment work to attract new companies to the region, and we generate income through our bus stations and sales of MCard.

We have developed a Capital Investment Strategy and are also working on a Medium Term Financial Strategy which will identify how we will make savings from services in line with the reduced revenue funding available to our council partners. Like all public bodies, we face financial pressures and consistently look for ways to save money, particularly in our corporate services.

Where our funding comes from in 2020/21

Total income: £128.7 million

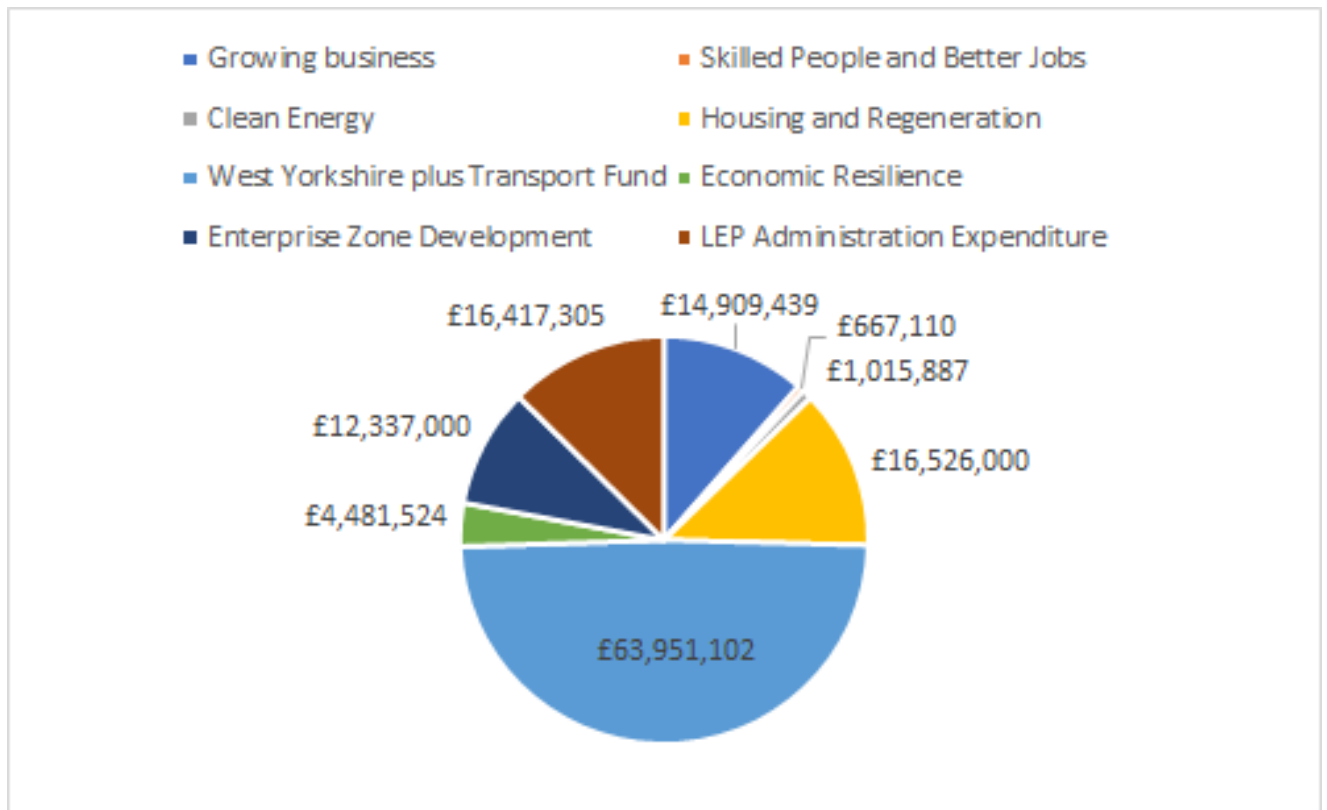
Income	£14,891,313
Growth Deal	£100,338,062
Getting Building Fund	£13,550,000
Total	£128,779,375



How we will spend our money in 2020/21

Total budget: £130.3 million

Growing business	£14,909,439
Skilled People and Better Jobs	£667,110
Clean Energy	£1,015,887
Housing and Regeneration	£16,526,000
West Yorkshire plus Transport Fund	£63,951,102
Economic Resilience	£4,481,524
Enterprise Zone Development	£12,337,000
LEP Administration Expenditure	£16,417,305
Total	£130,305,367



Our partners

Partnership working is at the heart of everything we do. In 2020/21, we'll continue to work with our partners to move further towards our vision for our region.

Combined Authority members:

Insert council logos:

Bradford
Calderdale
Kirklees
Leeds
Wakefield

Working with:

Insert council logos:

Barnsley
Craven
Harrogate
North Yorks
Selby
York

Contact us – **INSERT LEP CONTACT INFO AND SOCIAL MEDIA CHANNELS**

[ENDS]

Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high	CRR-SD1	<p>There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes • Ongoing Review of WY+TF portfolio with Chief Highways Officers
	CRR-SD2	<p>There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR-SD5	<p>There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities
	CRR-SD6	<p>There is a risk that key corporate objectives cannot be met due to the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Research and Intelligence team modelling potential impacts and long term scenarios • Working closely with partners and representative groups to identify possible long term impacts and develop joint responses • Updating business plans to identify key areas for re-prioritisation

			Probability	Impact	Mitigation summary
	CRR – FR3	There is a risk that the immediate, medium and long term financial health of the Combined Authority will be adversely affected due to the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> • Financial scenario undertaken and being continually updated • Continued liaison with Government to understand funding opportunities • Budget Working Group meeting to oversee response
	CRR-SD8	There is a risk that there will be a significant increase in unemployment across the region, due to the ongoing economic disruption caused by the COVID-19 crisis and the approaching end of the national Job Retention Scheme (furlough)	Likely 4	Serious 4	<ul style="list-style-type: none"> • Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact • Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers • Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme. • Recovery Plan in development including a focus on creating employment and self-employment opportunities.
	CRR-FR4	There is a risk that the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, due to premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued liaison with Government on funding • Close liaison with bus companies to identify cost neutral/effective solutions • Review and adapt current mechanism to appraise social and commercial value of threatened services

		Probability	Impact	Mitigation summary	
15 High	CRR-DR1	There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> Contractual KPIs & penalty clauses Agreed escalation routes in contracts Ability to de-scope via change requests with partner buy-in Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy Regular financial checks in place through Procurement & contract/loan monitoring External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals
	CRR-FR2	There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> Progress policy gap workstreams in parallel with Delivery Progress detailed due diligence & potential funding/overage agreement negotiations Identify other potential land/property income streams for GD monies
	CRR-SS1	There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> Health and safety policies, procedures and processes in place Staff training Ongoing review of Health and Safety risks Working with district emergency planning units to share knowledge and develop joint plans Continued working with police on preventative measures Business Continuity and Disaster Management workshops taking place at corporate level
	CRR-DR2	There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close working with programme sponsors on phasing out of construction Mitigating travel arrangements Creation of a 'travel demand management plan' to inform and influence travel behaviours Economic analysis taking place to further assess current situations and potential future risks
	CRR-SD3	There is a risk that there is a substantial reduction or alternation of services to customers, due to the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close relationships with operators to obtain early warnings Dialogue with DFT, TFN Work commissioned and in progress to consider future bus options
	CRR-SD7	There is a risk that frontline services and business as usual activities cannot be adequately provided due to staffing availability issues as a result of the Covid pandemic	Possible 3	Serious 4	<ul style="list-style-type: none"> Staffing levels being monitored and individual circumstances being regularly reviewed Additional staff trained and redeployed into frontline positions Productivity being actively monitored

		Probability	Impact	Mitigation summary	
154	CRR-SS2	There is a risk that a cyber security malware infection could infiltrate the organisation, due to the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> • Systems protected through firewalls • Additional cyber security software in place • Increased training for ICT staff • Regular testing
	CRR-SD10	There is a risk that the Mayoral Order may not be prioritised for parliamentary time and the May 2021 election deadline missed, due to the significant number of other pressing matters within the parliamentary timetable (e.g. Covid19 response, Brexit) that are beyond our control.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Ongoing dialogue with government • Consistent messaging to ensure importance of timelines are recognised
	CRR-LC2	There is a risk that a significant legal challenge, is made to the Devolution consultation, due to the more limited range of consultation techniques and tools that can be deployed during the Covid crisis	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • Consultation Institute providing guidance to ensure consultation is as inclusive as possible • Direct mailshots sent to audiences where digital engagement is more challenging • Comprehensive communications activities to promote the consultation in place
	CRR-SD11	There is a risk that the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, due to the scale of work required within challenging timescales and the need to maintain business as usual activities.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points • Areas identified where consultancy support can be used to relieve pressure on staff

This page is intentionally left blank

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

Date: 3 September 2020

Subject: **Devolution and Single Investment Fund**

Director: Ben Still, Managing Director

Author: Alice Rowland, Programme Manager, MCA Preparations

1. Purpose of this report

- 1.1 To update the LEP Board on work underway to become a Mayoral Combined Authority (MCA) and to implement the 'minded to' devolution deal agreed between West Yorkshire Leaders and government on 11 March 2020.
- 1.2 To provide an update on the timeline for implementing the statutory process to enact the deal.
- 1.3 To provide the LEP Board with further information to consider on the principles and design of a Single Investment Fund (SIF) as we transition to an MCA.

2. Information

Context

- 2.1 On 11 March 2020 West Yorkshire Leaders and Government signed a 'minded to' devolution deal for West Yorkshire. The deal sets out a raft of new powers, funding and responsibilities to be transferred from central Government to West Yorkshire, along with the adoption of a directly elected Mayor from May 2021. Key elements of the deal include:
 - £38 million per year 'gainshare' for 30 years into the West Yorkshire Single Investment Fund with significant freedoms to spend on local priorities.
 - Control of the £63 million annual Adult Education Budget for West Yorkshire
 - £3.2 million to support the development of a pipeline of housing sites across West Yorkshire, and access to a £400m Brownfield Housing Fund.
 - Government commitment to work with West Yorkshire to develop a modern mass transit system through access to a new five-year integrated transport settlement – a share of a £4.2 billion fund for mayoral combined authorities
 - £317 million to invest in public transport, cycling and walking through the Transforming Cities Fund with local flexibility on delivery
 - a £25 million fund to support the development of a British Library North in Leeds

- a Government commitment to deliver flooding schemes worth £101 million
- £500,000 to support master planning for Bradford City Centre in order to maximise the benefits of Northern Powerhouse Rail
- £200,000 Government funding for collaboration at a Yorkshire level through the Yorkshire Leaders Board

2.2 In order to progress with preparations for becoming a Mayoral Combined Authority (MCA) and implementing the devolution deal, a programme of work is underway within the Combined Authority. The Mayoral Combined Authority Ready Programme ('MCA Ready Programme') is comprised of 20 workstreams, as set out in Appendix 1. The workstreams are themed around three priority areas:

- Workstreams for preparing the *partnership* of the Combined Authority and West Yorkshire authorities
- Workstreams to prepare the Combined Authority as an *organisation* for becoming a Mayoral Combined Authority and to implement the legal steps
- Workstreams to take forward the *contents* of the 11 March Devolution Deal – the policy workstreams

2.3 The MCA Ready programme runs until May 2021, although the programme to implement the 'deal' workstreams will run well beyond this. The MCA Ready Programme Board has been formed within the Combined Authority to oversee the delivery of the MCA Programme, including external/district representation through the Directors of Development. The governance for the programme is set out in Appendix 2.

2.4 Significant progress has been made to date, some high-level highlights include:

- £463,803 Adult Education Budget implementation funding secured from Department for Education to prepare for AEB devolution in 2021
- £67m allocated through the Government's Brownfield Fund to invest in priority sites – only possible because of the terms of the deal
- £200k Government funding received for collaboration at a Yorkshire-level through the Yorkshire Leaders Board
- Devolution consultation concluded with over 4,400 responses – the biggest consultation on any English devolution deal
- Scope of the Single Investment Fund principles drafted – set out in more detail below
- Feasibility work to enable transfer of the Office of the Police and Crime Commissioner functions by 2021

Adult Education Budget

2.5 As part of devolution, the Combined Authority will take control of £63m Adult Education Budget (AEB) from August 2021. This will fund training programmes for West Yorkshire residents aged 19+, providing them with the skills needed for entering and sustaining work, an apprenticeship/traineeship, or other further learning. Currently around 90% of the AEB funding is delivered without Local Authorities and the Combined Authority having a formal influence over

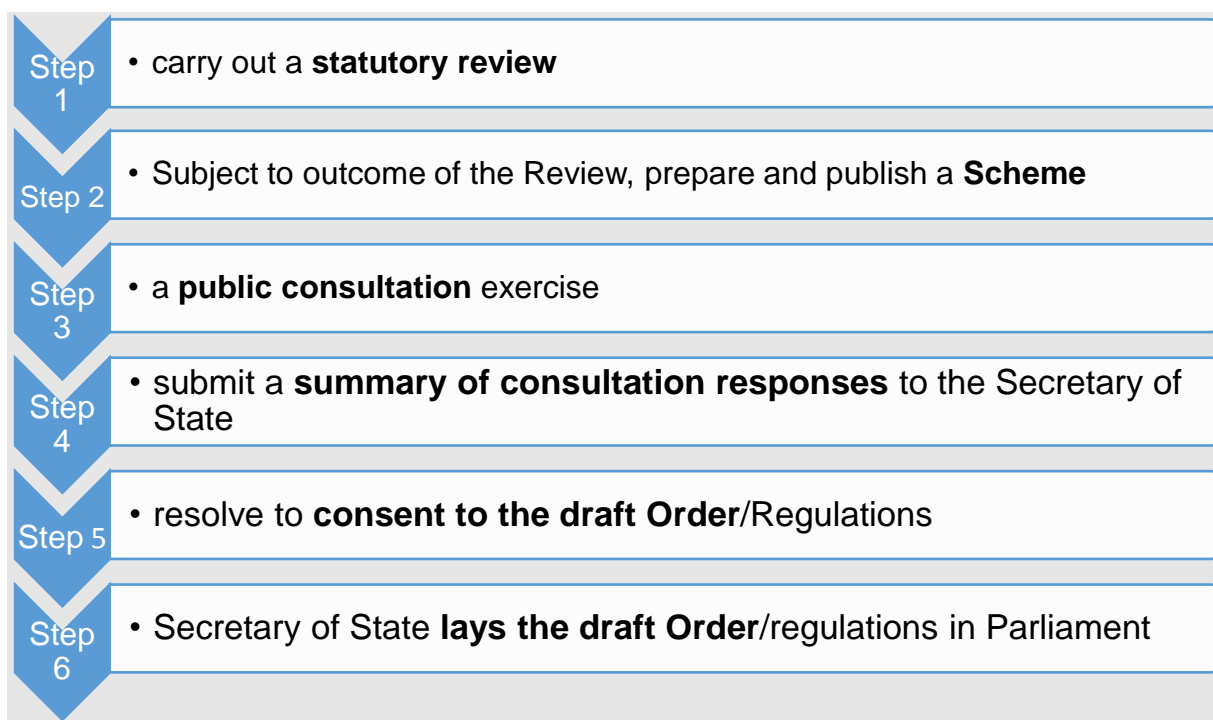
AEB planning or strategic alignment. The AEB does not fund Apprenticeships or higher level skills, but is a critical part of the wider skills system, developing lower level skills and supporting employability.

- 2.6 The implementation project for taking on the devolved AEB is well underway. The Department for Education have approved our 'Readiness Assessment' and are drafting a Memorandum of Understanding, which will be shared immediately after the Mayoral Order is laid. Workstreams are established to develop ICT data management and payment systems, conduct procurement and develop an ongoing provider base, develop contracts, funding rules and a performance management framework suitable for West Yorkshire.
- 2.7 Our strategy for improving the use and impact of AEB funding in West Yorkshire has been developed with the Employment and Skills Panel, undergone public consultation and will be taken to the Combined Authority on 4 September for approval. This strategy outlines the way forward in terms of allocating funds, prioritising delivery, and improving the partnership working and accountability of deliverers to increase the impact of the funds spent in West Yorkshire.

Process and timescales for enacting the deal

- 2.8 To enable the Combined Authority to formally transition to a Mayoral Combined Authority, enact the devolution deal and enable a Mayoral Election to take place, a statutory Order must be laid in Parliament.
- 2.9 The Local Democracy, Economic Development and Construction Act 2009 sets out statutory processes to be followed before any Order is made. Each aspect has a specific statutory procedure to be followed. In addition, the consent of each Constituent Council and the Combined Authority is required to any Regulations giving the Combined Authority powers to borrow for non-transport functions.
- 2.10 It was previously agreed by West Yorkshire local authorities and the Combined Authority that the process set out in the flow chart below be followed. This process addresses all statutory procedural requirements, facilitates an understanding of the overall impact of the changes, and maximises engagement with stakeholders including the public.

2.11 Flow chart of process:



2.12 Stages 1-3 are now complete. Timescales for next steps are set out in the table below.

Devolution Implementation Timetable – Next steps

Step	Action/Decision	Timescales	Who
4	Consider outcome of consultation and resolve to submit a summary of responses to the Secretary of State	1-8 Sept 2020	Each Constituent Council and the Combined Authority
5	Secretary of State approves proposals set out in Scheme and decides to lay draft Order/Regulations	Oct 2020	Secretary of State
5	Consent to draft Order	w/c 9 Nov 2020	Each Constituent Council and the Combined Authority
	Draft order scrutinised by the JCSI legal advisers	Nov 2020	Joint Committee on Statutory Instruments
	Final consent to the order sought	w/c 23 Nov	Constituent Councils and the Combined Authority by delegation
6	Order laid	December 2020	Secretary of State
	Order made and final deal published	Jan/ Feb 2021	Secretary of State
-	Notice of Mayoral Election	March 2021	Mayoral Combined Authority
-	Election of Mayor	6 May 2021	-

- 2.13 In line with the timescales set out above, the next stage of the process is for the Combined Authority and local authorities to consider a paper setting out the devolution consultation responses and to consent to submitting this to the Secretary of State for consideration.

Single Investment Fund (SIF) Principles

- 2.14 As part of the devolution deal, the Combined Authority is required to create a *'fully devolved funding programme covering all budgets for devolved functions'* – a Single Investment Fund (SIF). The draft principles of the SIF have been designed to ensure it supports delivery of the Combined Authority's strategic objectives and provides an opportunity to create a 'single pot' which brings together the MCA's funding, including legacy and new funding streams secured as part of the devolution deal. The aim is to give greater local freedom and flexibility over how to prioritise investments and is outcome focussed guided by the overarching Strategic Economic Framework.
- 2.15 The SIF will be designed to be outcome focussed, with local decision making guided by the Strategic Economic Framework (SEF). The SEF brings all the policies and strategies under a single banner, ensuring greater alignment and identifying priorities based on local knowledge and robust intelligence to drive evidence-based policy making. Further detail on the SEF is set out in item 14.
- 2.16 This approach will ensure investment is led by the MCA's strategic priorities – helping to support the delivery of the region's projects and programmes of activity to deliver inclusive growth, address our climate emergency, deliver transport improvements and increase productivity, to unlock our economic potential and accelerate growth.
- 2.17 The Combined Authority at its July 2020 meeting considered an update on the draft principles and process of the SIF and endorsed progress to date. The details of how the SIF might operate are still very much in development, and a more comprehensive update will be brought to a future LEP Board meeting.

3. Clean Growth Implications

- 3.1 The clean growth implications are being considered at an individual workstream level. The overall programme seeks to contribute to the successful delivery of the Combined Authority's objectives around delivering clean growth and tackling the climate emergency.

4. Inclusive Growth Implications

- 4.1 The inclusive growth implications are being considered at an individual workstream level. The overall programme seeks to contribute to the successful delivery of the Combined Authority's objectives around delivering inclusive growth.

5. Financial Implications

- 5.1 A budget is required for the MCA Ready Programme for essential costs related to the mayoral election and delivery of the workstreams to get the organisation MCA-Ready by May 2021. This was approved at the Combined Authority meeting on 27 July.

6. Legal Implications

- 6.1 The legal implications are being considered in detail at individual workstream level.

7. Staffing Implications

- 7.1 The staffing implications are being considered in detail at individual workstream level.

8. External Consultees

- 8.1 As part of the statutory process for transitioning to an MCA, a significant public consultation on the devolution proposals and draft scheme has taken place.
- 8.2 As part of the Adult Education Budget workstream, a public consultation on the AEB Strategy has taken place.

9. Recommendations

- 9.1 That the LEP Board notes the progress made to date.

10. Background Documents

- 10.1 The papers considered at the Combined Authority meeting on 27 July, which are referred to throughout this report, can be accessed [here](#).

11. Appendices

Appendix 1 – MCA Ready Work Areas Summary

Appendix 2 – MCA Ready Programme Governance

Appendix 1: MCA Ready Work Areas Summary

Table 1: Partnership Workstreams

Ref	Partnerships	Summary/Purpose of Workstream
1	Learning from other MCAs	The purpose of the workstream is to identify key lessons learnt from the process to establish other Mayoral Combined Authorities (MCAs), in order to ensure our work progresses smoothly and takes account of how others have addressed issues encountered.
2	Deepening Partnerships	This workstream explores the relationships and division of responsibilities across the local authorities, Combined Authority and mayor.

Table 2: Organisational-Ready Workstreams

Ref	Organisational-Ready	Summary/Purpose of Workstream
3	Electoral preparations	To make the necessary arrangements to hold a mayoral election in May 2021 in the most efficient and cost-effective way.
4	Decision Making and Committee Arrangements	To ensure that the Mayoral Combined Authority adopts decision-making arrangements which comply with statutory requirements, promote efficient and effective decision-making and reflect Members' expectations.
5	Organisational Systems	To get HR, ICT and Finance systems in place to enable the MCA to be delivered and then to function successfully.

6	Accommodation and Buildings	To understand requirements and provide appropriate office accommodation for the MCA including its additional functions.
7	Workforce planning	The objectives of the workstream are: <ul style="list-style-type: none"> • To ensure the organisation is ready from an organisational design and workforce perspective. • To manage the transfer of staff from the PCC to the MCA. • To ensure the terms and conditions of service are fit for purpose for an MCA • Deliver the relevant parts of the HR Strategy (phase 1)
8	Finance & Programme management	Set up arrangements for the single pot investment fund, budget and business planning for the MCA.
9	Police and Crime Commissioner (PCC) preparation	To transfer the functions of the PCC to the Combined Authority's Elected Mayor at the agreed date.
10	Mayoral Order Implementation	To complete all statutory stages so that the mayoral order may be implemented.
11	Assurance Framework	Assurance Framework review in preparation for the Combined Authority becoming a Mayoral Combined Authority in May 2021 and in advance of the next year's annual review deadline of 28 February 2021.

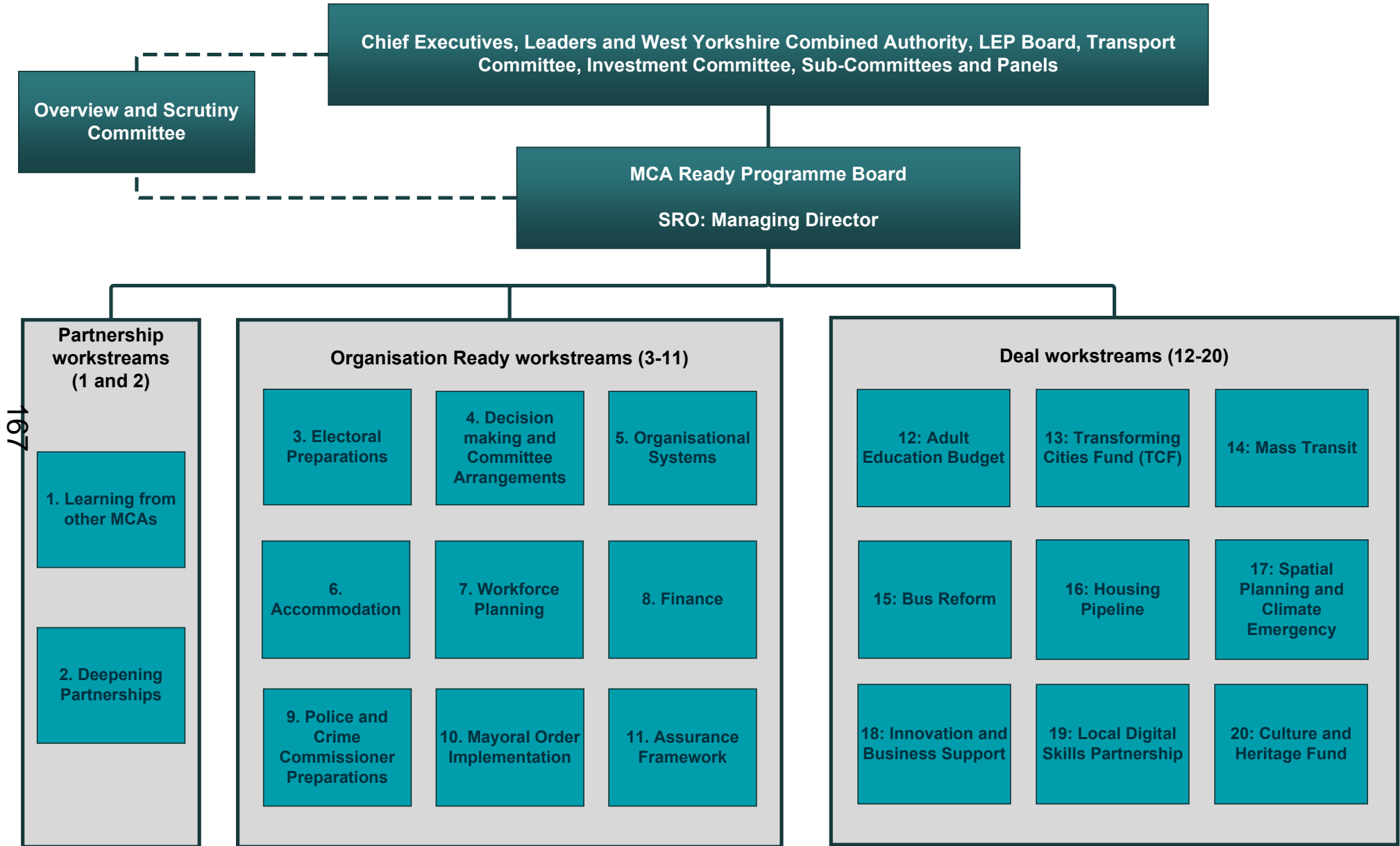
Table 3: Devolution Deal Workstreams

Ref	Deal	Summary/Purpose of Workstream
------------	-------------	--------------------------------------

12	Adult Education Budget	To prepare for the management and administration of the fund, including commissioning and procuring providers, define the resources required for the delivery of AEB post August 2021, and to secure appropriate resource from DfE to ensure that we can prepare for the implementation of AEB.
13	LCR Transforming Cities Fund	To deliver the Leeds City Region Transforming Cities Fund Programme to 2023.
14	WY Mass Transit	To develop West Yorkshire mass transit proposals and wider connectivity pipeline to feed into the Government's £4.2bn pot that MCAs will have access to from 2022.
15	Bus Reform	The purpose of the work is to investigate whether the options under the Bus Service Act 2017, in particularly franchising, would help us meet our strategic objectives including to increase bus patronage and improve the passenger offer.
16	Housing Pipeline	Prioritise deployment of £3.2m revenue funding over 2 years across the pipeline, including to understand in more detail the technical, skills resource and funding gaps (in terms of capital funding) required to bring sites across the pipeline forward. Develop a Strategic Place Partnership with Homes England that will collaboratively deliver housing as set out in the pipeline.
17	Planning and Climate Emergency	Advance the following inter-related priorities as a sequential programme of activity: <ol style="list-style-type: none"> 1. Trial the nationally developed Green Infrastructure Standards Framework in West Yorkshire to inform the deployment of the Standards on a national scale. 2. Develop a Zero Emission Investment Framework to provide direction for infrastructure investment priorities and policies. 3. Prepare for the requirement to produce a Spatial Development Strategy (SDS) to ensure that the WYCA can demonstrate good progress to Government and to support any future negotiations on devolution and funding.

18	Innovation and Business Support	To establish the West Yorkshire Innovation Network through Connecting Innovation, to better align national innovation support with the local offers to drive business innovation.
19	Digital Skills Partnership	To establish a Local Digital Skills Partnership for West Yorkshire to bring together cross-sector partners to design, develop, and coordinate the delivery of innovative digital skills programmes, tackle digital exclusion, share best practice, and raise awareness of digital skills regionally.
20	Heritage Regeneration Fund	Funding available to support British Library North in Leeds. Need to establish Heritage Fund as longer-term programme, with pipeline of schemes from across region in order to secure future allocations from Government.

Mayoral Combined Authority (MCA) Ready Programme: Workstreams (1-20)



167

This page is intentionally left blank



MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD REMOTELY ON THURSDAY, 25 JUNE 2020

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council
Councillor Andy D'Agorne (Substitute)	York Council
Councillor James Lewis (Substitute)	Leeds City Council
Councillor Stewart Golton	Leeds City Council
Councillor Denise Jeffery	Wakefield Council
Councillor Andrew Carter CBE (Substitute)	Leeds City Council
Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee
Owen Wilson	Transport for the North (minute 9 only)
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

1. Chair's Comments

It was reported that Councillor David Hall had resigned from the Combined Authority and had been replaced by Councillor Steven Leigh.

The Chair asked that the Authority's thanks be recorded to Councillor Hall for the work and valuable contributions he made to the Combined Authority and the Governance and Audit Committee.

2. Apologies for Absence

Apologies for absence were received from Councillors Keith Aspden, Judith Blake and Steven Leigh.

3. Declarations of Disclosable Pecuniary Interests

Councillor Kim Groves declared an other interest in Agenda Item 7, Adult Education Budget Devolution as she is a Director of Inspiring Positive Futures.

4. Exclusion of the Press and Public

There were no items that required the exclusion of the press and public.

5. Minutes of the Meeting of the Combined Authority held on 21 May 2020

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 21 May 2020 be approved.

6. COVID-19 - Economic Response and Recovery

The Combined Authority considered a report of the Director of Economic Services on COVID-19, economic response and recovery.

Members joined together in expressing their condolences to all who have lost family and friends and are grieving at this difficult time.

The report provided an update on progress on the latest response to the COVID-19 outbreak from the Combined Authority and Leeds City Region Enterprise Partnership. Members discussed the work of the Economic Recovery Board and thanked officers for the response and recovery planning being undertaken. Work had commenced with partners to create a regional economic recovery plan which will be kept under review as further information, intelligence and decision making occurs. This would also need to complement the plans developed by local authorities. The Combined Authority would lead on the economic recovery planning for West Yorkshire and this had been recognised in a letter to Councillor Hinchcliffe from the Minister for Housing Communities and Local Government which was attached at Appendix 1.

Members discussed the challenges being faced in relaunching the economy in the region including the PPE/health supply chain, funding gaps and the discretionary grants schemes which have been launched by the Local Authorities. It was considered that the guidance received from Government regarding the discretionary grants was prescriptive and it was agreed that a letter be sent to the Minister for Housing Communities and Local Government seeking clarity on the criteria for the funding. Further information regarding the supply of PPE products would be circulated to Members.

In noting the transport update, it was reported that the Government's emergency funding for bus services is due to expire in August and Members discussed the serious financial impacts maintaining the current bus network was having on the Authority's budget. Without a long-term funding solution from Government, some services will be under threat. Councillors Blake and Groves have written to the Secretary of State seeking a more accountable approach to bus funding during the recovery period and discussions are being held with the Department for Transport. It was reported that following the Government's announcement in respect of £250m additional funding to promote walking and cycling, the Combined Authority would receive £2.513m as part of the first tranche of £45m. Proposals have been submitted to the Department of Transport in consultation with the Chair and members of the Transport Committee.

The Authority noted the update in respect of the impact of COVID-19 on the organisation and the detailed work being undertaken to consider the financial impacts of the pandemic on the Combined Authority. The need to lobby Government for additional monies to cover the funding gap was stressed. Forecasts and options are to be considered by a meeting of the Budget Working Group and a report will be brought to the next meeting.

Resolved:

- (a) That the progress on the delivery and development of the response to the COVID-19 crisis be noted.
- (b) That a letter be sent to the Minister for Housing, Communities and Local Government in respect of the additional funding provided to Local Authorities for discretionary grants.

7. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- Active & Sustainable Travel in Leeds City Centre (Bishopgate)
- A641 Bradford-Brighouse-Huddersfield Corridor
- 'Connecting Leeds' from South Leeds and through Wakefield (A61 South)
- Active & Sustainable Interchange for Harrogate
- Active & Sustainable Travel across Skipton Town Centre
- Active & Sustainable Travel to Selby Gateway
- 'Connecting Leeds' towards Castleford and the Five Towns (A639)
- East Leeds Demand Responsive Transport
- City Connect: Cross Church Street
- Halifax Station Gateway
- Leeds City Centre Package: Armley Gyrotory
- CIP Phase 1 Holmfirth Town Centre
- City Connect Phase 3 – Castleford Greenway Phase 4

In addition, since the last meeting, decisions on the following schemes have been made by the Investment Committee:

- Safety, Accessibility and Efficiency Programme: Investing in Bus Stations, Shelters and Clean Growth
- Monitoring, Evaluation and Bid Development

At their meeting held on 13 May 2020, the Investment Committee had also considered the Transforming Cities Fund (TCF) funding and details were outlined in the submitted report.

Members discussed the details of the Department for Transport's Emergency Active Travel funding which was to reallocate road space to support safe walking and cycling and to ensure that the road, bus and rail networks were able to respond to future increases in demand. An indicative total allocation of up to £12.567 million has been confirmed for West Yorkshire, split into two tranches. The first tranche of approximately £2.513 million will be made available in the near future but this could vary. It was agreed that the allocation of the funding between the Combined Authority and the five West Yorkshire partner councils be delegated to the Managing Director.

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

Resolved:

(a) In respect of Transforming Cities Fund (TCF) Funding –

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

- (i) That £11.851 million of TCF funding is approved to repay development costs incurred by partners and enable further development work on the projects within the programme to enable progression to the next decision points of the Assurance Framework.
- (ii) That up to £3 million TCF funding is approved, to re-pay spend incurred to date on early development work, previously approved from the Transport Fund Transformational Pot.
- (iii) That the Combined Authority enters into funding agreements with partners for expenditure plus the spend incurred to date on early development work, previously approved from the Transport Fund Transformational Pot from the Transforming Cities Fund.
- (iv) That the £4.930 million TCF Programme Management allocation is approved to enable the Combined Authority to

effectively undertake programme management functions for the lifetime of the TCF funded programme.

- (v) That the £1.00 million TCF Benefits Realisation allocation is approved, to enable the Combined Authority to provide monitoring and evaluation of the overall programme in line with DfT expectations

(b) In respect of Emergency Active Travel Funding –

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

- (i) That the Emergency Active Travel Funding work commences on Activity 6 (Delivery).
- (ii) That the expenditure of DfT Emergency Active Travel funding that is allocated to the Combined Authority be approved. Presently, this is £2.513 million, but this could vary as the final allocation of both tranches is dependent on satisfactory plans being submitted to government that set out the proposals to be delivered.
- (iii) That the allocation of the DfT Emergency Active Travel funding between the Combined Authority and the five West Yorkshire partner councils is delegated to the Managing Director.

(c) In respect of Active & Sustainable Travel in Leeds City Centre (Bishopgate) –

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

- (i) That the Active & Sustainable Travel in Leeds City Centre (Bishopgate) package of schemes proceeds through decision point 2 (strategic outline case) and work commences on bringing individual schemes through at activity 3 (outline business case).
- (ii) That an indicative approval to the total package value of £39.5 million of which £39.5 million is being funded from the Transforming Cities Fund with full approval to spend being granted once individual schemes have progressed through the assurance process to decision point 5.
- (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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(d) In respect of A641 Bradford-Brighouse-Huddersfield Corridor –

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

- (i) That the A641 Bradford Huddersfield Corridor project proceeds through decision point 2 and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the Combined Authority's contribution of £75.54 million to be funded through 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 (full business case with finalised costs). The total project cost is estimated to be up to £95.1 million.
- (iii) That additional development costs of £1.335 million are approved in order to progress the scheme to decision point 3 (outline business case), taking the total project approval to £2.129 million.
- (iv) That the Combined Authority enter into an addendum to the existing funding agreement with Calderdale Council for expenditure of up to £2.129 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.

(e) In respect of 'Connecting Leeds' from South Leeds and through Wakefield (A61 South) -

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

- (i) That the 'Connecting Leeds' from South Leeds and through Wakefield (A61 South) proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the total package value of £7 million is given from the Transforming Cities Fund with full approval to spend being granted once individual schemes have progressed through the assurance process to decision point 5.
- (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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(f) In respect of Active and Sustainable Interchange for Harrogate –

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

- (i) That the Active and Sustainable Interchange for Harrogate package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval for the Combined Authority contribution of £7.893 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.
- (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 Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

(g) In respect of Active and Sustainable Travel across Skipton Town Centre -

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

- (i) That the Active and Sustainable Travel across Skipton Town package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval to the Combined Authority contribution of £5.803 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.
- (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

Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

- (h) In respect of Active and Sustainable Travel to Selby Gateway –
That following a recommendation from the Investment Committee, the Combined Authority approves:
 - (i) That the Active and Sustainable Travel to Selby Gateway package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) That an indicative approval to the Combined Authority contribution of £17.465 million is given from the Transforming Cities Fund with full approval to spend being granted once the package has progressed through the assurance process to decision point 5.
 - (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 Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

- (i) In respect of 'Connecting Leeds' towards Castleford and the Five Towns (A639) -
That following a recommendation from the Investment Committee, the Combined Authority approves:
 - (i) That the TCF 'Connecting Leeds' towards Castleford and the Five Towns (A639) proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
 - (ii) That an indicative approval to the total package value of £10.9 million is given from the Transforming Cities Fund with full approval to spend being granted once individual schemes have progressed through the assurance process to decision point 5.
 - (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 Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

- (j) In respect of East Leeds Demands Responsive Transport –

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

- (i) That the East Leeds Demand Responsive Transport scheme proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
 - (ii) That an indicative approval to the total project value of £2.234 million, is given with the Combined Authority's funding contribution of £1.466 million (Leeds Public Transport Investment Programme (LPTIP) – £763,000, Local Transport Plan – Integrated Transport Block Programme - £703,000) with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 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.
- (k) In respect of City Connect: Cross Church Street -

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

- (i) That the City Connect Cross Church scheme proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case plus costs).
- (ii) That an indicative approval to the Combined Authority's contribution of £1.291 million (which will be funded through 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 (full business case with finalised costs). The total project value is £2.09 million.
- (iii) That additional development costs of £115,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £180,000.
- (iv) That the Combined Authority enters into a funding agreement with Kirklees Council for expenditure of up to £180,000 from the WY+TF 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 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.

(l) In respect of Halifax Station Gateway -

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

- (i) That the Halifax Station Gateway project proceeds through decision point 3 and work commences on activity 4 (Full Business Case).
- (ii) That an indicative approval to the Combined Authority's contribution of £27.10 million (which will be funded through £10.60 million from the WY+TF fund and £16.50 million from the TCF 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 £33.621 million.
- (iii) That additional development costs of £4.031 million are approved in order to progress the scheme to decision point 4 (FBC), taking the total project approval to £5.536 million.
- (iv) That the Combined Authority enters into a funding agreement with Calderdale MBC for expenditure of up to £810,000 from the West Yorkshire plus Transport Fund and £3.221 million from the TCF fund. This is in addition to the existing funding agreement for expenditure of £1.505 million from the WY+TF fund.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. These will be subject to the scheme remaining within the tolerances outlined in the report.

(m) In respect of Leeds City Centre Package: Armley Gyratory –

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

- (i) That the Armley Gyratory scheme proceeds through decision point 3 and work commences on activity 4 (FBC).
- (ii) That the scope of the Leeds City Centre Package is extended to include works required to the A64 Regent Street Bridge and the detail and future approvals delegated to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team.
- (iii) That an indicative approval to the total project value of £40.5 million is given from the WY+TF fund with full approval to

- spend being granted once the scheme has progressed through the assurance process to decision point 5 (FBC with finalised costs).
- (iv) That development costs of £5.08 million are approved in order to progress the scheme to decision point 5 (FBC with finalised costs), taking the total project approval to £5.08 million.
 - (v) That the Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £5.08 million from the WY+TF fund.
 - (vi) 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.
- (n) In respect of CIP Phase 1 Holmfirth Town Centre –
That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the Holmfirth Town Centre project proceeds through decision point 3 and work commences on activity 4 (FBC).
 - (ii) That an indicative approval to the total project value of £3.97 million is given from the WY+TF fund 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 additional development costs of £640,000 are approved in order to progress the scheme to decision point 4 (FBC), taking the total project approval to £890,000.
 - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £890,000 from the WY+TF 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.
- (o) In respect of City Connect Phase 3: Castleford Greenway Phase 4 –
That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the City Connect Phase 3: Castleford Greenway Phase 4 project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the total project value of £371,686 is given from the West Yorkshire Plus Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That 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.

8. Adult Education Budget Devolution

The Combined Authority considered a report of the Director, Policy Strategy and Communications on work underway to prepare for the devolution of Adult Education Budget (AEB) funding across West Yorkshire from the academic year 2021 as part of the devolution deal agreed with Government in March 2020.

It was reported that £63 million Adult Education Budget (AEB) funding is to be devolved across West Yorkshire from the academic year 2021 as part of the devolution deal agreed with Government in March 2020. Approximately 80% of the AEB budget is utilised by colleges and local authorities through grant funding, with the remaining 28% contracted to independent training providers.

A bid has been made to Department for Education for match funding to support the implementation of AEB and a response is awaited. Officers have worked closely with Government to ensure all necessary readiness conditions are met. A copy of a letter which has been sent to the Department of Education was attached at Appendix 1. This provided assurances that the organisation will be ready to take on responsibility for AEB functions from the academic year 2021/22.

Members welcomed the progress and the opportunities the AEB would bring to support people in the region develop skills and training to access employment. The final AEB Strategy will be brought to the Combined Authority for endorsement in September 2020 and commissioning is planned to commence in October 2020.

Resolved: That the report be noted.

9. Transport for the North - COVID-19 Economic Response and Recovery

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on progress on the development of a Transport for the North (TfN) Economic Recovery Plan in response to the COVID-19 crisis.

The meeting was attended by Transport for the North's representative, Owen Wilson, who advised that they were seeking to write to the Secretary of State for Transport making the case for accelerated transport investment in the North, as a central part of an Economic Recovery Plan (ERP).

It was reported that the TfN Board had agreed that the types of interventions listed in paragraph 2.2 of the submitted report would be considered as part of the Plan. Members were advised that TfN proposes to secure sign-off of the final Economic Recovery Plan proposition on 29 July 2020.

Members discussed the priorities for West Yorkshire and endorsed the proposed rail schemes to be included in the Plan which were listed in the submitted report. It was noted that the list had been prepared by the Combined Authority, in consultation with partner Councils and had been based on TfN's criteria that includes deliverability. The partner Councils had been asked to submit highway related schemes and these were also listed in the report.

Transport for the North was also considering a wider set of priorities as part of the Plan and the Combined Authority also proposed to include and support the West Yorkshire Future Mobility Zone proposals, funding for fibre installation on the rail network and acceleration of integrated and smart travel initiatives including the TfN integrated ticketing programme. Members highlighted the importance of active travel interventions and the promotion of low carbon transport initiatives, particularly as there would be changes to behaviours as a result of the pandemic.

Owen Wilson was thanked for his attendance and it was noted that Transport for the North would continue to work with the Combined Authority and Department for Transport on the proposals set out in the report.

Resolved:

- (a) That progress on the development of a Transport for the North (TfN) Economic Recovery Plan in response to the COVID-19 crisis be noted.
- (b) That the priorities for the region to be included in the Plan be endorsed.

10. Tackling the Climate Emergency

The Combined Authority considered a report of the Director, Policy, Strategy and Communications which provided an update on the significant areas of activity being delivered by the Authority to tackle the Climate Emergency.

It was reported that a study to identify potential carbon emission reduction pathways and the interventions that need to be implemented if the net zero carbon 2038 target is to be achieved was being undertaken and details were outlined in the submitted report.

It was noted that the current situation relating to COVID 19 is having a significant impact on plans to engage and consult with stakeholders on the findings of this work. The planned work and emerging results will now be tested with partners and stakeholders between July – December 2020. This will include surveys, webinars and a public consultation exercise and the Authority's committees and advisory panels will consider and contribute to the findings of the pathways work.

Members noted the summary of the other major projects being led by the Combined Authority which were outlined in the report. The work and priorities of the NP11 in respect of the clean growth agenda was highlighted and further information on this can be found at:
<https://www.np11.org.uk/priorities/clean-growth/>

A report on the Emission Reduction Pathway Study would be brought to the next meeting.

Resolved: That the progress being made to tackle the Climate Emergency be noted.

11. Governance Arrangements

The Combined Authority considered a report of the Director, Corporate Services to confirm the continuation of governance arrangements for the Combined Authority for the new municipal year 2020-21, further to the cancellation of the annual meeting for 2020 due to the COVID-19 pandemic.

The report also sought approval for the appointment of private sector representatives to the Combined Authority advisory committees (panels) which were set out in Appendix 1 to the submitted report. In order to comply with the requirements of the National Assurance Framework and Strengthened Local Enterprise Partnerships, a recruitment process had been conducted throughout February and March to appoint new private sector representatives. Whilst the involvement in the LEP's activities had created much interest from the private sector, the lack of representation from the agricultural sector was noted and efforts will be made to address this.

In respect of membership of the Combined Authority, it was reported that Councillor David Hall (member) and Councillor Geraldine Carter (substitute) had tendered their resignations. Councillor Steven Leigh would replace Councillor David Hall and Councillor Andrew Carter replaces Councillor Geraldine Carter as substitute member.

Resolved:

- (a) That the Combined Authority resolves that the municipal year 2020-21 will start on 25 June 2020.
- (b) That the Combined Authority notes that by law, in the absence of an annual meeting, committee arrangements, appointments of members to the Combined Authority, its committees and of chairs will continue for the new municipal year, subject to any changes to be approved before the annual meeting in 2021.
- (c) That the Combined Authority resolves that for the municipal year 2020-21, the following may continue to exercise any voting rights granted to them for the municipal year 2019-20:
 - the member of the Combined Authority appointed by the City of York Council, the LEP Member (and their substitutes), and
 - any member (including a co-optee) of a committee (including any advisory panel).
- (d) That the Combined Authority's current governance documents including standing orders and related documentation, Codes of Conduct and related procedures and protocols, the Members' Allowances Scheme and the officer delegation scheme will be adopted for the municipal year 2020-21.
- (e) That the Combined Authority resolves that Ian Brown and Carolyn Lord continue as Independent Persons in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct on the existing terms for remuneration, until the Combined Authority's annual meeting in 2021.
- (f) That the Combined Authority approves the recommendations in relation to private sector representatives of the advisory panels as set out in Appendix 1 of the submitted report.

12. Corporate Planning and Performance

The Combined Authority considered a report of the Director, Corporate Services which provided an update on the final position on corporate performance including progress against the 2019/20 corporate plan priorities, risk management and budget position.

A summary of progress against the 2019/20 Corporate Plan headline indicators was set out in Appendix 1 together with a summary of the headline strategic risks. It was reported that three overarching corporate risks concerning the impacts of the COVID-19 pandemic had been included in the corporate risk update. These related to the financial impacts, the ongoing ability to deliver as intended against key corporate objectives and the delivery of frontline and business as usual services.

The final revenue budget position for 2019/20 was attached at Appendix 2. It was noted that pandemic is impacting on the revenue and capital budgets in 2020/21 and work is being undertaken to consider what actions will be needed to address the emerging funding gap. A report would be brought to the next meeting.

Draft annual accounts for 2019/20 have been published and it was intended that the final audited accounts will be approved by the Governance and Audit Committee on 30 July 2020.

In respect of business planning and budget 2020/21, it was reported that the business plans were being reviewed as a result of the pandemic and to better reflect the scope of the work required to become MCA ready. An update will be brought to the next meeting.

Resolved: That the information provided on corporate performance be noted.

13. 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.



MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD REMOTELY ON MONDAY, 27 JULY 2020

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Deputy Chair)	Calderdale Council
Councillor Andy D'Agorne (Substitute)	York Council
Councillor Judith Blake CBE	Leeds City Council (to minute 24)
Councillor Stewart Golton	Leeds City Council
Councillor Jack Hemingway (Substitute)	Wakefield Council
Councillor Steven Leigh MBE	Calderdale Council
Mark Roberts (Substitute)	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council

In attendance:

Councillor Kim Groves	Chair, Transport Committee
Councillor James Baker	Deputy Chair, Overview & Scrutiny Committee
Antonia Mattos	Element Energy (minute 25 only)
Katherine Orchard	Element Energy (minute 25 only)
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Noel Collings	West Yorkshire Combined Authority (minute 25 only)
Ruth Chaplin	West Yorkshire Combined Authority

14. Chair's Comments

The Chair welcomed Councillor Steven Leigh to his first meeting.

15. Apologies for Absence

Apologies for absence were received from Roger Marsh and Councillors Keith Aspden and Denise Jeffery.

16. Declarations of Disclosable Pecuniary Interests

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

17. Exclusion of the Press and Public

There were no items that required the exclusion of the press and public.

18. Minutes of the Meeting of the Combined Authority held on 25 June 2020

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 25 June 2020 be approved.

19. Covid-19 Update

The Combined Authority considered a report of the Director of Economic Services on COVID-19.

The report provided an update on progress with the delivery and development of products and services in response to the COVID-19 crisis and it was noted that work was continuing to understand the potential future impacts of COVID-19 on the local economy. Members discussed key issues including the business, employment and skills support being provided by the Combined Authority and LEP and details were outlined in the report. The challenges being faced by the City Region were recognised and several areas were highlighted including the cashflow issues being experienced by some SMEs, the implications for employment and the pressure on tourism, culture and the transport system.

Resolved: That progress on the delivery and development of the response to the COVID-19 crisis be noted.

20. Covid-19 Recovery Plans

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the draft plans for COVID-19 economic and transport recovery.

The draft Economic and Transport Recovery Plans were attached at Appendices 1 and 2 and a summary of their contents was provided in the submitted report. The draft plans set out actions for a locally led recovery and have a priority to reduce inequality, increase inclusivity and build a resilient and sustainable environment for the region. Members considered that a cultural element should be included in the draft plan and to ensure that people have easy access to skills and training.

The Authority endorsed the plans and noted that they would be subject to further development and flexibility as the impacts of the situation become clearer. Members thanked all involved in the preparation and development of the plans.

Resolved: That the draft plans for COVID-19 economic and transport recovery be endorsed, subject to further development as the impacts of the situation become clearer.

21. Devolution Progress

The Combined Authority considered a report of the Managing Director on devolution progress.

The report provided an update on work underway to become a Mayoral Combined Authority (MCA) and to implement the 'minded to' devolution deal. An overview of progress and details of the workstreams, which are themed around three priority areas, was outlined in the report and at Appendix 1. The governance for the programme was set out in Appendix 2.

It was reported that the eight week public consultation on the scheme had now closed and over 4,500 submissions had been received. Members congratulated officers on the high number of responses, particularly in light of the current situation. A full analysis of the responses would be undertaken but initial indications suggest that overall, respondents are in favour of the proposed arrangements. A summary report is to be considered by all West Yorkshire authorities and the Combined Authority and submitted to the Secretary of State in early September 2020.

The Authority considered and endorsed, subject to feasibility, the proposal to pursue a potential transfer of the Police and Crime Commissioner (PCC) functions to the MCA in May 2021.

It was reported that to further strengthen MCA-level collaboration, West Yorkshire Combined Authority has been invited to join the 'M9' network which supports joint engagement between the nine existing MCAs and Government. Members considered the proposal and, in noting the benefits, agreed that membership of M9 would enable the Combined Authority to have a strengthened voice in national level conversations.

Resolved:

- (a) That the progress made to date be noted.
- (b) That the proposal to join the M9 group of other Mayoral Combined Authorities be approved.
- (c) That the proposal to pursue a potential transfer of the Police and Crime Commissioner's office by May 2021 be endorsed, subject to feasibility and due diligence.

22. Single Investment Fund

The Combined Authority considered a report of the Director, Corporate Services on the Single Investment Fund (SIF).

Members considered the principles and design of a Single Investment Fund (SIF) as the transition is made to become a Mayoral Combined Authority (MCA). It was noted that the proposed approach to the development of a SIF is designed to ensure it supports delivery of the MCA's agreed strategic objectives and provides an opportunity to create an overall 'single pot' which brings together all the MCA's funding. It would give the Authority greater ability to prioritise investments including interventions on skills, business, inclusion, climate and infrastructure. A summary of the process was set out in the submitted report and at Appendix 1.

It was reported that work was underway to revise the Strategic Economic Framework for the MCA and a report would be brought to a future meeting. Members noted Appendix 2 which set out how an approach, led by strategic priorities, could support the delivery of the region's projects and programmes of activity. This approach would deliver inclusive growth and transport improvements, increase productivity, address the climate emergency and unlock the economic potential and accelerate growth.

Resolved: That the approach set out in the report to the Single Investment Fund and supporting Strategic Economic Framework for the Mayoral Combined Authority as part of the West Yorkshire devolution deal be approved.

23. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director, Delivery on the progress and funding for the following schemes through the Combined Authority's assurance process:

- West Yorkshire Mass Transit
- A64 Bus Priority and Park and Ride
- Integrated Corporate Systems – Finance & Human Resources
- Bradford Strategic Transport Model
- Leeds City Centre Cycle Connectivity

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

- Rail Accessibility Programme (RAP) – Horsforth and Crossgates
- A629 Phase 1b
- Leeds Bus Station Gateway
- A660 Signals
- West Yorkshire Local Cycling and Walking Infrastructure Plans
- Transport ICT – Combined Services and Assets Database (CoSA)

Members considered and approved the allocation of the Department for Transport's (DfT) pothole funding to the five West Yorkshire partner councils which was outlined in the report. The allocations had been identified using the DfT's formula and the allocations would be paid quarterly to the partner councils.

The report also provided updates in respect of Transforming Cities Fund (TCF) funding and Business Cost Ratio (BCR) and details of all the schemes were provided in the submitted report.

Resolved:

- (a) In respect of pothole funding allocation 2020/21 -
- (i) That the expenditure of the DfT pothole funding totalling £18.610 million be approved.
 - (ii) That the allocation of the DfT pothole funding to the five West Yorkshire partner councils in accordance with the DfT formula be approved and that allocations are paid quarterly to partner councils.

- (b) In respect of West Yorkshire Mass Transit –

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

- (i) That the West Yorkshire Mass Transit programme proceeds through decision point 1 (Strategic assessment) and work commences on activity 2 (Strategic outline case).
- (ii) That development funding be agreed for £2.041 million from WY+TF Transformational Fund to develop the feasibility of the scheme.
- (iii) 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.

- (c) In respect of A64 Bus Priority and Park & Ride -

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

- (i) That the A64 Bus Priority & Park & Ride package proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) That an indicative approval of £7 million is given from the Transforming Cities Fund with full approval to spend being granted once the scheme package has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the

Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the package remaining within the tolerances outlined in the report.

(d) In respect of Integrated Corporate Systems – Finance and HR Systems

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

- (i) That the Integrated Corporate Systems project proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval is given to the total project value of £1.5 million is given from the Combined Authority's own capital programme and reserves with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 4.
- (iii) That development costs of £150,000 are approved in order to progress the scheme to decision point 4 (full business case).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(e) In respect of Bradford Strategic Transport Model -

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

- (i) That the Bradford Strategic Transport Model project proceeds through Decision Point 2 (strategic outline case) and work commences on Activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the Combined Authority's contribution of £367,000 (which will be funded through the West Yorkshire Transport Fund) is given. The remainder of the funding is from City of Bradford Metropolitan District Council (£342,000). The total project value is £709,000.
- (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 Portfolio Appraisal

Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(f) In respect of Leeds City Centre Cycle Connectivity -

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

- (i) That the TCF: Leeds City Centre Cycle Connectivity project proceeds through decision point 3 (outline business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £7.81 million is given from the TCF fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) That additional development costs of £1.085 million are approved, in order to progress the scheme to decision point 5 (Full business case with finalised costs), taking the total project approval to £1.235 million.
- (iv) That the Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £1.235 million from the TCF 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 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Portfolio Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

24. Future Bus Options

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

The report provided an update on the work to develop a new approach to bus services and the implications that COVID-19 is likely to have on the consideration of future options.

Members noted the uncertain nature of the current bus funding and agreed the importance of exploring all options to deliver bus services in West Yorkshire. The options available to the Combined Authority were outlined in the submitted report and it was noted that additional funding would be required to access technical expertise where the skills are currently not available in-house. It was therefore agreed that spending of up to £150,000 be approved to provide the support to understand the issues and develop a preferred way forward.

Alongside the external technical requirements, it is anticipated that the Combined Authority will continue to develop the case for change and understand the organisational response to taking a different role in the delivery of bus services across West Yorkshire.

Resolved: That the Combined Authority approves spending of up to £150,000 to provide support to develop the financial, legal and technical options available to reform the provision of bus services in the region.

25. West Yorkshire Carbon Emission Reduction Pathways

The Combined Authority considered a report of the Director, Policy, Strategy and Communications on the West Yorkshire Carbon Emission Pathways.

The West Yorkshire Carbon Emission Reduction Pathways (CERP) study was commissioned to demonstrate the different ways in which the climate emergency could be addressed, and the strengthened target met. It also provided guidance to West Yorkshire councils and businesses on the ways they could address their own climate emergency declarations and targets. The meeting was attended by Antonia Mattos and Katherine Orchard from Element Energy, the consultants who had carried out the study.

Members discussed the findings to date which will inform future decisions about how to tackle the climate emergency and become a net zero carbon region. It was reported that significant engagement had been undertaken with the West Yorkshire councils and the Green Economy Panel had reviewed the findings of the study to date. The conclusions will enable the Authority to start on a pathway towards becoming net-zero carbon by 2038 and to focus, in the short-term, on those actions that are common to all the pathways and these were detailed in the submitted report.

It was agreed that the work should proceed to the next stages as outlined in the report. This included engagement with as wide a number of stakeholders as possible to obtain their input into the development of policies and actions that could be implemented. A report would be brought to a future meeting.

Resolved:

- (a) That the findings of the study be endorsed.
- (b) That approval be given to wider engagement with stakeholders on the findings of the study.

26. Budgets and Funding

The Combined Authority considered a report of the Director, Corporate Services on budgets and funding which:

- Advised of the impact of the COVID-19 pandemic on budgets for 2020/21 and future years.

- Sought approval to an approach to commit future gainshare to resource the additional work required to become mayoral ready by May 2021 and the delivery of the higher scenario of the Transforming Cities Fund (TCF) programme.

It was reported that the original 'worst case' forecast for the impact of COVID-19 identifies a potential (high scenario) full year revenue funding gap of c.£12m. The key impacts included commercial income, bus station costs, commission from prepaid ticket sales, bus revenues and transport service costs and the Authority has been required by Government to continue to pay bus operators for concessionary fares and subsidised bus services.

The current estimate for the Mayor Ready Programme was noted and it was agreed that the gainshare element of the devolution deal be used to support the costs of transitioning to a Mayoral Combined Authority.

It was noted that £317m had been secured as part of the devolution deal to deliver the Transforming Cities Fund by March 2023. However, whilst one of the largest deals in the country, a further £164.5 million is required to deliver the 'preferred' high scenario. Members agreed to support its delivery which would be funded from gainshare, using an appropriate mix of capital and revenue funding to support borrowing.

The Budget Working Group would consider the impact the pandemic has had on budgets and funding in more detail and a report would be brought to a future meeting.

Resolved:

- (a) That the position on the 2020/21 revenue budget be noted.
- (b) That the Combined Authority approves the use of future gainshare to support the costs of transitioning to a Mayoral Combined Authority.
- (c) That the Combined Authority approves the use of future gainshare to support the delivery of the higher scenario of the Transforming Cities programme.

27. Proposed Pension Transfer

The Combined Authority considered a report of the Director, Corporate Services on a proposed pension transfer.

The report sought approval to revised pension arrangements in relation to liabilities for pension costs for a cohort of bus drivers formerly employed by the predecessor passenger transport authority, including:

- The transfer of assets of £42.5 million to Greater Manchester Pension Fund.
- The Combined Authority to be admitted to the Greater Manchester Pension Fund for the sole and limited purpose of meeting the pension liabilities in the manner set out in the submitted report.

- To delegate to the Director, Corporate Services the finalising of the required agreements to enable the arrangements to progress.

Members considered the information provided in the report regarding the proposed transfer of pension arrangements and noted that the proposed option has been supported by the West Yorkshire Pension Fund and respective actuaries. The arrangement would require the Combined Authority to become a member of the Greater Manchester Pension Fund but this would be within a very prescribed and limited way to enable effective administration of the arrangement.

It was agreed that the finalising of the necessary arrangements and agreements as set out in the submitted report be delegated to the Director, Corporate Services.

Resolved:

- (a) That the revised pension arrangements in relation to liabilities for pension costs for a cohort of bus drivers formerly employed by the predecessor transport authority, as set out in the submitted report, be approved.
- (b) That the transfer of assets of £42.5 million to Greater Manchester Pension Fund be approved.
- (c) That approval be given to the Combined Authority being admitted to the Greater Manchester Pension Fund for the sole and limited purpose of meeting the pension liabilities in the manner set out in the submitted report.
- (d) That the finalising of the required agreements to enable the arrangements to progress be delegated to the Director, Corporate Services.

28. Governance Arrangements, 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.

Summaries of the performance against the 2019/20 key performance indicators and strategic organisational risks were provided in Appendix 1 and had been updated to include strategic risks related to the ongoing COVID-19 pandemic.

It was reported that the 2020/21 business plans had been updated to reflect the impacts of the pandemic and the details of the devolution deal and these were attached at Appendix 2. Members considered and endorsed the proposed content of the 2020/21 Corporate Plan which was also attached at Appendix 2. It was agreed that final sign off of the Plan be delegated to the

Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair.

An overview of 2020/21 current spend to budget as at June 2020 compared to the approved revenue budget was provided in Appendix 3. It was noted that there were a number of emerging 'red' areas of concern which related to the COVID-19 pandemic.

In respect of governance arrangements, it was agreed that Councillor Steven Leigh be appointed to the Governance and Audit Committee to fill the vacancy arising from the resignation of Councillor David Hall.

Resolved:

- (a) That the 2020/21 Corporate Plan be endorsed, with a final sign off delegated to the Managing Director, in consultation with the Chair of the Combined Authority and the LEP Chair.
- (b) That Councillor Steven Leigh be appointed to the Governance and Audit Committee.

29. 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.

This page is intentionally left blank