

Draft Corporate Plan 2019/20

Foreword – Cllr Susan Hinchcliffe, Chair of the West Yorkshire Combined Authority

As we reflect on the past 12 months and look forward to the next, there is a lot to be proud of. Working alongside our partner councils and the LEP, we have made significant progress in achieving our vision of creating a strong, successful economy where everyone can really feel the benefits. Undoubtedly, there are no quick fixes to the ingrained problems we, like many areas of the UK, face but we've made solid progress which we can successfully build on together with our partners in 2019/20.

Skilled people are the lifeblood of the economy – they drive forward inclusion and social mobility, improve productivity and encourage vibrant communities where the benefits are tangible for all. I'm extremely proud to have established the national Future-Ready Skills Commission here in West Yorkshire earlier this year. This will bring together experts and leading thinkers from business, education, local government and think tanks to create a blueprint for skills that can be adopted throughout the UK.

Successful economies are dependent on good transport links and we're committed to ensuring that people in our region have services that are reliable, affordable and fit for purpose. So, while we remain committed to ensuring our communities benefit from the major national infrastructure projects such as Northern Powerhouse Rail and HS2, we're also investing in local projects through our Transport Fund.

We remain steadfast in our belief that only further devolution will give us the powers and money we need to make the right, long-term decisions that will tackle inequalities within our economy. We will continue to be pragmatic and flexible with Government, and prepared to work with colleagues across Yorkshire to advance a deal that will bring more investment into our region and ensure decisions are taken in the best interests of the people and communities we serve.

Foreword – Roger Marsh OBE, Chair of the Leeds City Region Enterprise Partnership (the LEP)

This year has been fantastic for the LEP. Working closely with the West Yorkshire Combined Authority, we have achieved extraordinary growth that will have a real, long-lasting impact on the people who live and work in our region.

Our 'Be the Spark' campaign beat off highly competitive bids from other city regions to make Leeds the new national headquarters for Channel 4. This is truly a once-in-a-generation chance to rapidly grow our digital and creative sector, unlock opportunities for our talented young people and draw international attention to our region.

In 2018 we celebrated achieving the highest level of investment from overseas firms in Yorkshire since the recession with £1.9 billion of deals. We also hit a significant milestone in the support we provide to business, helping 10,000 businesses through our Growth Service since April 2015. Businesses have also benefitted from investment totalling £34 million to upskill their staff, fit out new premises, develop new products and processes, take on an apprentice and save money on their energy bills.

I'm thrilled that the LEP has played a role in accelerating the growth of so many companies in our region but this is absolutely not job done. Our region does still have its

challenges and our economy is entering a period of uncertainty. That said, I feel confident that by continuing to bring together the public and private sectors through the LEP, we have what it takes to support businesses and communities through these uncertainties.

We will continue to develop the Local Industrial Strategy with Government, which will set out how we will drive productivity and create a low carbon economy from which everyone will benefit

In 2019/20, we will continue to build on the momentum we've already generated, working in partnership to deliver even more to make our region a great place to live, work and do business. I look forward to the year ahead.

Foreword – Ben Still, Managing Director of West Yorkshire Combined Authority and the LEP

This has been an extremely positive year for our region and the achievements set out in this plan show the difference that collaborative working between the Combined Authority, the LEP and our partners are making to our communities.

As an officer body that supports both the Combined Authority and LEP Board, we will continue to develop our organisation so we are able to respond positively to the opportunities and challenges that are ahead. Inclusive growth remains at the heart of everything we do and we will expand on this even further in the next 12 months.

We've made significant progress with our ambitious programme of internal transformation, deepening our level of partnership working, strengthening our monitoring and evaluation capabilities, and continuing to enhance our accountability and transparency. Over the coming year, we'll continue on this journey, placing a particular focus on modernising the way we work to ensure that we are best placed to deliver our vision for the region.

This year we've placed a much bigger emphasis on clean growth, making this a key organisational priority for the year ahead. We've already made good progress in this area but we'll be taking this a step further in 2019/20, delivering a programme of activity to help deliver zero carbon for the City Region by 2036.

With much more in the pipeline, this is shaping up to be an exciting year!

Introduction

Who we are

The Combined Authority and LEP work in partnership with one another - and with local councils and business - to ensure everyone in our region benefits from a strong, successful economy and a modern, accessible transport network.

Although the Combined Authority and LEP are separate bodies, we have a shared vision for our region and a shared organisation that support us to deliver this. We also operate the Metro network of bus stations, travel centres and public transport information across West Yorkshire.

[Organisational graphic to be added]

The majority of our work benefits the 10 local authority areas known collectively as Leeds City Region.

[Insert map]

Our vision

We want our region to be recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by world-class transport, housing and digital connectivity.

We will achieve this by planning and delivering economic and transport schemes and programmes across the region in partnership with the public and private sectors – focusing on the areas of work which will make the biggest difference.

Our priorities

We've developed a set of priorities that we believe will best enable us to achieve our vision for the region. This year we've added an important new priority to better reflect our ambition of becoming a zero carbon economy.

Our priorities:

- **Boosting productivity** – helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs
- **Enabling inclusive growth** – ensuring that economic growth leads to opportunities for all who live and work in our region
- **Delivering 21st Century transport** – creating efficient transport infrastructure that makes it easier to get to work, do business and connect with each other
- **Supporting clean growth** – growing our region's economy while also cutting CO₂

Powerful partnerships

Partnership is fundamental to everything we do. The Combined Authority and LEP work closely with one another – but also work with councils across the region to ensure our policies, services and capital infrastructure projects meet the needs of communities and help us to deliver local priorities.

We also work closely with the private sector through the LEP to develop, shape and deliver policies that meet the needs of employers in the region.

Annual review – 2018/19

In this section, we set out what we've achieved together over the past year to make our region a great place to live, work and do business.

Our year in numbers *[to be presented as a full page infographic]*

This year, we've invested in services and projects worth **£319 million** to benefit local people and the economy. As a result of this investment we've:

- Delivered **17 significant transport projects**
- Spent nearly **£100 million on infrastructure projects**, the majority delivered by our partner councils across the city region

- Supported over **1 million trips** through our subsidised bus services
- Provided travel advice to **350,000 people** through our Metroline contact centre
- Taken over **9,000 cars** a week out of Leeds city centre as a result of our Park and Ride services
- Saved **117,000 tonnes of carbon** through our Better Homes Yorkshire scheme – warming homes and helping residents save money on their bills
- Saved enough energy to make **72 million cups of tea** through our Resource Efficiency Fund
- Sowed **7 million seeds** to create a living wall that will improve air quality in Calderdale
- Supported **over 1,000 business** to grow and become more productive through our LEP Growth Service – in total over 10,000 since 2015
- Created **over 1,000 jobs** through our trade and investment activity
- Supported almost **80,000 pupils** across the UK through our employability, enterprise and careers education schemes

A momentous year *[timeline style design]*

This year, we've continued to have a big impact on our region's economy. Working in partnership with local councils and the LEP to deliver projects and services, we've truly had a momentous year. Here are some of the highlights:

April

We committed £2.7 million to improve cycling and walking access on sections of the Calder Hebble, Leeds-Liverpool, Rochdale and Huddersfield narrow canals. So far three out of four projects have opened – with almost 12km of towpath improved and accessibility enhanced

May

We reached the halfway point in delivering our £1bn LEP Growth Deal with Government, which has created or safeguarded over 27,500 jobs so far

Our MCard app, which enables those travelling in West Yorkshire to buy and load travel tickets anytime, was used to purchase over £1 million of MCard travel by May 2018, rising to £3 million by the end of the year

June

We launched our £1 million Digital Inward Investment Fund to encourage digital businesses to relocate to Leeds City Region

July

We helped over two million people to access new skills and careers through the launch of our Discover Digital and Earn It campaigns and help address the skills needs of our growing digital sector

August

We launched our new Apprenticeship Grant for Employers scheme to enable more businesses to recruit their first apprentice

September

We launched the £500,000 productivity pilot which will support eight businesses in the region to invest in new technology and equipment to improve their productivity

October

We secured the regional headquarters for Channel 4, bringing opportunities for the independent production sector across the region and generating a £1 billion economic impact over the next decade – this has been rapidly followed by several TV companies to the city region as well

November

We secured £2m from Government to install 88 new rapid charging points across West Yorkshire to improve air quality by encouraging the use of electric vehicles

We continued to lobby to ensure the region's transport priorities are central to Government investment plans and those of other bodies such as Transport for the North

December

We funded over 80 Boxing Day bus services across West Yorkshire enabling over 66,000 passengers to travel over the festive period

We agreed an ambitious Energy Strategy setting out the steps we will take towards making the City Region a zero carbon energy economy – including saving enough carbon to drive a car to the moon and back 16,000 times

January

We installed free wi-fi and new CCTV equipment at bus stations across West Yorkshire to improve safety and security

We provided businesses with access to Government's full range of information and guidance on Brexit preparation

February

We launched a new national Future-Ready Skills Commission to explore how the skills system can be shaped to meet the needs of local economies

March

We organised and held a major One Yorkshire devolution conference where 250 national and regional leaders met to discuss the key opportunities of devolution for the region

We showcased the region as a leading destination for investment at global property conference, MIPIM

Case studies [to be interspersed throughout this section of the document with quotes from beneficiaries where possible]

Transforming learning and lives

In November, the Springfield Sixth Form Centre, a purpose built higher learning facility in Dewsbury, opened its doors to students in the region. The scheme has benefitted from £11.1 million investment through our Growth Deal to provide state-of-the-art facilities that will help to ensure that people across the region have access to high quality education that will lead them into successful careers.

[supporting quote from a student and image/video content to be inserted]

Protecting homes and businesses

We've invested £1.5 million of Growth Deal funding into flood alleviation works in Skipton, designed to increase protection for up to 400 homes and 165 businesses, while also converting flood plains into land that is suitable for development. The funding, which forms part of an overall £17.8 million investment into flood prevention, will reduce the risk of overflow from Eller Beck and Waller Hill Beck, which often swells very quickly after heavy rain.

Delivering natural flood management

In January, work started on a project to help protect homes and nurture wildlife in the Colne and Calder valleys that were devastated by the Boxing Day floods in 2015. Supported by £1.3 million of Growth Deal funding, the investment will introduce measures to mimic natural flood management, helping to slow the flow of water across the catchment and reduce peak flows.

[supporting quote from a business owner and image/video content to be inserted]

Working with groups at the heart of our communities

Through our CityConnect programme we've invested £170,000 to enable 22 organisations to provide tailored support in communities to help more people access employment, education, training and leisure opportunities by bike or on foot. Each project focused on providing solutions to specific barriers in their local area with initiatives ranging from pool bikes and bike loans to led cycles and walks.

[supporting quote from a beneficiary and image/video content to be inserted]

Speeding up journeys

Work on the A629 between Halifax and Huddersfield has made bus services more reliable and punctual and improved facilities for walking and cycling on the route. The scheme, funded through our Transport Fund and jointly delivered by Calderdale and Kirklees Councils, has included widening the road at Salterhebble Hill and creating a vertical green wall which will help improve local air quality by absorbing carbon dioxide and nitrogen dioxide, as well as delivering biodiversity benefits for the area.

Providing low cost travel for young people

Working in partnership with bus operators in West Yorkshire, we're connecting more young people to jobs and opportunities by making bus fares simpler and more affordable. Through the bus alliance, we've extended half-fare travel to all under 19s living in West

Yorkshire and introduced the MyDay bus ticket that offers daily countrywide bus travel for under 19s for just £2.75.

#futuregoals

Our #futuregoals service provides advice and support to help young people choose their career paths, give them the right skills and experience to start work and provide vital links between education and employers. In 2018/2019 we worked with 177 schools and 258 businesses within our City Region.

[supporting quote from a young person and image/video content to be inserted]

[To add:

Case study: Resource efficiency fund

Case study: Northern Powerhouse Rail]

LEP annual review – 2018/ 2019

[can be pulled out as a standalone section to form part of the LEP Annual Delivery Plan]

What is the LEP?

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

[LEP priorities infographic to be added to the online version]

LEP impact – 2018/19

This year has been significant for the LEP with 2018/19 seeing the LEP work even more closely with the Combined Authority to make a real difference to local people and our economy – and play a specific role in ensuring that projects and services meet the needs of our region's employers. Take a look at some of the highlights from the last year:

Supporting businesses to grow

The LEP is also responsible for directly delivering services to support growing businesses, inspire people to gain economically valuable skills and attract major investments.

This year, the LEP has:

- Supported over 1,200 business to grow and become more productive through the LEP Growth Service – taking the total number of businesses supported since 2015 to over 10,000
- Provided £6 million of LEP grants to help over 150 small and medium-sized businesses to grow
- Created 1,400 jobs through trade and investment activity
- Recruited almost 250 businesses to help school pupils develop work-ready skills through the Enterprise Adviser Network

- Helped over 250 businesses to reduce their energy bills and lower their carbon emissions through the Resource Efficiency Fund
- Helped city region businesses tap into new overseas markets through delegations to trade events including MIPIM, Arab Health in Dubai and Smart Cities in Spain as well as others in Hong Kong, China and Germany
- Launched a productivity pilot investing £500,000 in manufacturing businesses enabling them to invest in new equipment and processes
- Established a careers hub in Kirklees linking schools and businesses and worked with Burberry to develop a creative careers programme
- Supported business through offering 660 capital grants

Creating the environment for growth

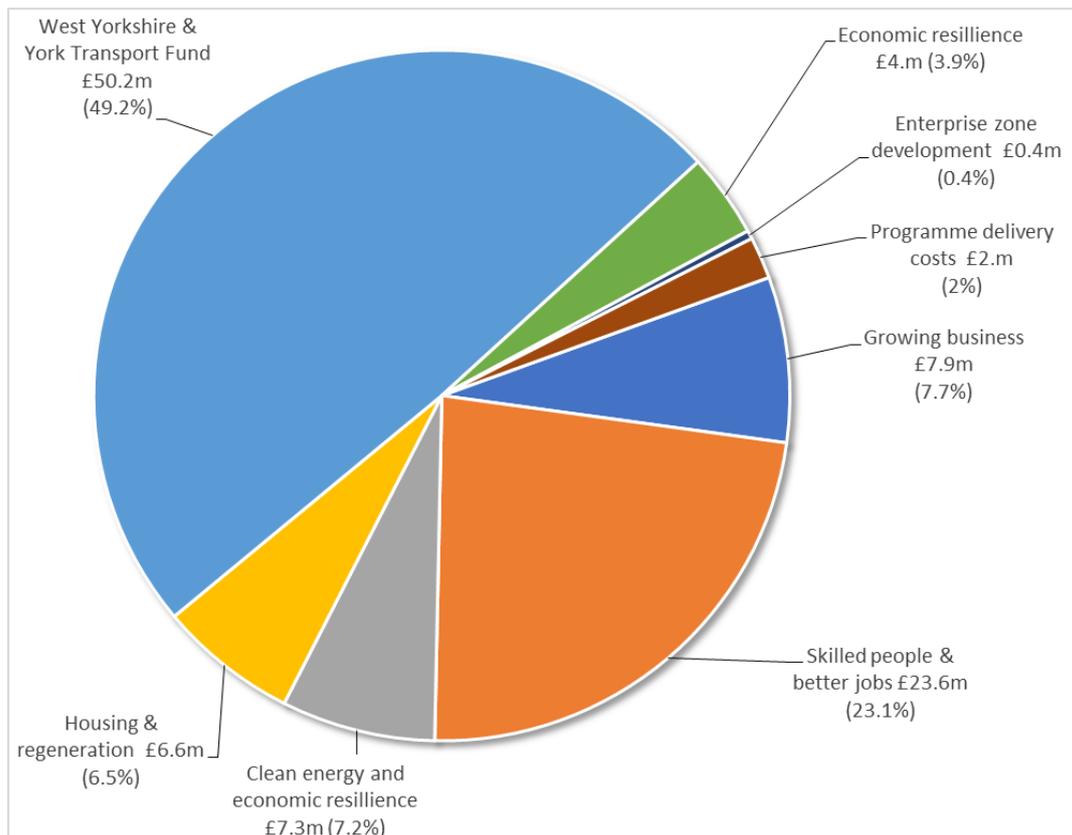
In 2014, the LEP secured a £1 billion-plus Growth Deal with Government which includes the West Yorkshire and York Transport Fund and provides funding for a significant number of Combined Authority and LEP projects and programmes. The LEP Growth Deal – the largest in the country - accelerates economic growth across the entire City Region by improving local transport links, accelerating housing growth and town centre regeneration, developing a skilled and flexible workforce, supporting growing businesses and building a zero carbon economy.

This year marked the halfway point in the delivery of the Growth Deal which, so far, has:

- Created 5,500 jobs
- Safeguarded 22,000 jobs
- Invested £335 million to support economic growth, job creation and transport improvements across the region
- Unlocked an extra £342 million of public and private sector investment
- Opened up land for over 1,900 homes to be built

The Growth Deal now includes 128 projects - 20 of these have now been completed, 35 have started on site and the remainder are in the development stages.

In 2018/19, we've invested our Growth Deal funding in the following areas:



This has enabled us to deliver:

- Increased Park and Ride opportunities across the region, including 170 new, free spaces created at Fitzwilliam, Mirfield and South Elmsall railway stations, with further schemes in development
- £2 million investment in new flood defences, including a scheme to protect 118 businesses in Skipton and the surrounding area
- Over £19 million of grant and loan investment in new, world-class college facilities, and £8 million match funding
- An additional 10 schemes to get underway, including the development of new housing and commercial sites in Wakefield city centre and Halifax town centre
- Significant progress on Enterprise Zones across the region, with Kirklees Lindley Moor West and South Kirkby starting on site and funding agreements in place for development works at Clifton and Staithgate Lane

Case studies [to be interspersed throughout this section of the document with quotes from beneficiaries where possible]

Bringing Channel 4 to our region

In October, Channel 4 confirmed that Leeds City Region will be the home of its new national headquarters. The announcement followed two years of discussions with the broadcaster led by the LEP with support from partners across the region. The move, scheduled to take place in 2019, will see Channel 4 benefit from one of the youngest and fastest growing labour markets in the UK. It is also set to contribute to the creation of more than 1,200 jobs and an economic impact of £1 billion over the next decade.

The most transparent LEP in the country

This year, the LEP has continued its journey to become the most transparent LEP in the country, implementing a series of measures that go much further than the national best practice guidance. The LEP now holds all its meetings and sub-committee meetings in public, publishes reports and minutes from its meetings on the Combined Authority website, and publishes details of grants awarded to businesses in Leeds City Region. The LEP also works to an Assurance Framework that ensures all funding is subject to a consistent level of rigour and scrutiny.

Roger Marsh OBE – Chair of the LEP

[insert photograph]

Roger Marsh OBE has chaired the LEP since 2013 and in that time he has worked tirelessly to champion the City Region as a globally recognised place where people can build great businesses, careers and lives.

His outstanding contribution to the regional economy was recognised when he won the prestigious Ambassador award at the Yorkshire Business Masters Awards 2019.

In addition to his role at the LEP, Roger also chairs the NP11 – the influential body made up of the chairs of each of the 11 LEPs located within the Northern Powerhouse.

He is also Chair of The Piece Hall Trust, leading the independent charity tasked with transforming the Grade I Listed building in Halifax. He is a member of the Council of the University of Leeds and an Honorary Doctor of the University of Huddersfield. He is also the Yorkshire and the North East representative on the Institute of Directors Council.

Roger has more than 30 years' experience of business recovery, turnaround and insolvency including practical experience of dealing with challenging financial, operational and sensitive management issues within a wide range of sectors.

He was awarded an OBE in the Queen's Birthday Honours list in 2015 for Services to Business and the Economy.

Business plan – 2019/20

What's coming next?

In 2019/20 we will continue to work with our partners to deliver against the long term ambitions we have in place for our region, focusing on our four priorities:

- Boosting productivity
- Enabling inclusive growth
- Delivering 21st Century transport
- Supporting clean growth

Plan on a page *[full page infographic style]*

In 2019/20, we'll invest in services and projects worth **£398 million** to benefit local people and the economy. As a result of this investment we will:

- Support **3,000+** businesses
- Invest **£105 million** of Growth Deal funding in major infrastructure schemes
- Enable **20 million** passenger journeys per year
- Support **18,000** disadvantaged students
- Complete projects to warm **750** homes and make them more energy efficient

Our plans for 2019/20

Boosting productivity

We aim to help businesses to grow and bring new investment into the region to drive economic growth and create jobs. Over the coming year, we will:

- Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present
- Support 3,025 businesses in our region to grow and become more productive – with 1,035 receiving intensive support
- Develop five new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms secure new investment
- Help 350 businesses to increase their overseas export activity
- Attract global investors to the region, creating 1,700 jobs and safeguarding a further 500
- Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors
- Continue to deliver development projects for our Enterprise Zones

Enabling inclusive growth

We aim to ensure that economic growth leads to opportunities for all who live and work in our region. Over the coming year, we will:

- Develop an Inclusive Growth Strategic Framework for the City Region which will identify strategic funding opportunities and partners and form the basis for an inclusive growth programme
- Embed inclusive growth principles in our business support programmes, including ensuring 75% of jobs created in businesses receiving grants through our Capital Grants Programme pay the real living wage or above
- Help 18,000 disadvantaged students prepare for careers with skills training and advice
- Help 1,000 people to learn new digital skills
- Enable 1,000 businesses to engage with education and skills initiatives and create 800 new apprenticeships
- Connect 5,277 homes and businesses in the City Region to superfast broadband
- Provide accessible transport services for 5,000 people with personalised transport needs
- Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year

Delivering 21st Century transport

We aim to create efficient transport infrastructure that makes it easier to get to work, do business and connect with each other. Over the coming year, we will:

- Deliver £60 million of improvements to bus, road and rail travel funded through the Connecting Leeds programme
- Continue developing the bus alliance with operators to deliver better and affordable services for passengers
- Develop plans to build new railway stations at Elland, Leeds Bradford International Airport, White Rose and Thorpe Park, working closely with our partners and local communities
- Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and improvements to York Outer Ring Road
- Help more people feel the health, financial and environmental benefits of cycling and walking through our City Connect programme, working with schools, businesses and communities
- Continue to influence regional and national transport investment programmes, attracting more investment to our region
- Increase sales of MCard by 5%, resulting in over £34 million worth of MCards being purchased over the year
- Continue to develop our transport services by increasing digital payment options and information displays to make services easier and more convenient for people to use

Supporting clean growth

We aim to grow our region's economy while also cutting greenhouse gas emissions, including carbon dioxide emissions. Over the coming year, we will:

- Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme
- Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses
- Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network
- Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice
- Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1% of our region's taxis ULEV by 2020
- Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy
- Enable people to benefit from locally generated, low cost and low carbon energy through the Leeds PIPES network which will transfer heat into homes and businesses from summer 2019
- Set out how we will achieve our ambition to become a zero carbon City Region by 2036

Case studies *[to be interspersed throughout this section of the document]*

The Employment Hub

The Employment Hub was launched this year to address current and future skills shortages within the Leeds City Region. The free service will help more than 6,000 young people aged 15-24 over the next three years. It will enable them to better understand the workplace and discover work and training opportunities across the region. Businesses will receive a free package of support including information on training opportunities, the benefits of hiring an apprentice and how investing in skills can boost productivity.

Completion of Skills Capital

The £80 million Skills Capital programme – the largest package of skills capital investment in the country – will complete in 2019. The state-of-the-art Leeds City College Quarry Hill Campus will open in September 2019 after receiving Growth Deal funding. Other facilities supported include The Dewsbury Learning Quarter, Wakefield College Advanced Skills and Innovation Centre, Calderdale College and the Northern Dental Education Centre (NORDEC) at Bradford College.

Transport Fund investment in Bradford

The West Yorkshire and York Transport Fund is continuing to be invested in a number of projects that will reduce journey times and improve air quality in Bradford. In May, work started on the £10.3 million Hard Ings Road Improvement Scheme in Keighley to improve road conditions and create better facilities for cyclists and pedestrians. Work will also start major junction improvements at the Harrogate Road New Line junction at Greengates and at three roundabouts on the A6177 Outer Ring Road.

Energy Strategy – Leeds PIPES

Work is continuing to bring low carbon, lower cost heating and hot water to homes in Leeds whilst also cutting 22,000 tonnes of carbon emissions every year. The Leeds PIPES Network, which is part funded by the Growth Deal, uses super-insulated steel pipes to transfer heat from the Recycling and Energy Recovery Facility (RERF) in the Aire Valley to homes and businesses in the city. Almost 2,000 homes will be connected between summer 2019 and autumn 2020.

LEP delivery plan – 2019/20

[Can be 'pulled out' as a standalone section to form part of LEP delivery plan as required]

In 2019/20, the LEP will build on the progress of the last 12 months – going further and faster to deliver even greater benefits for the region.

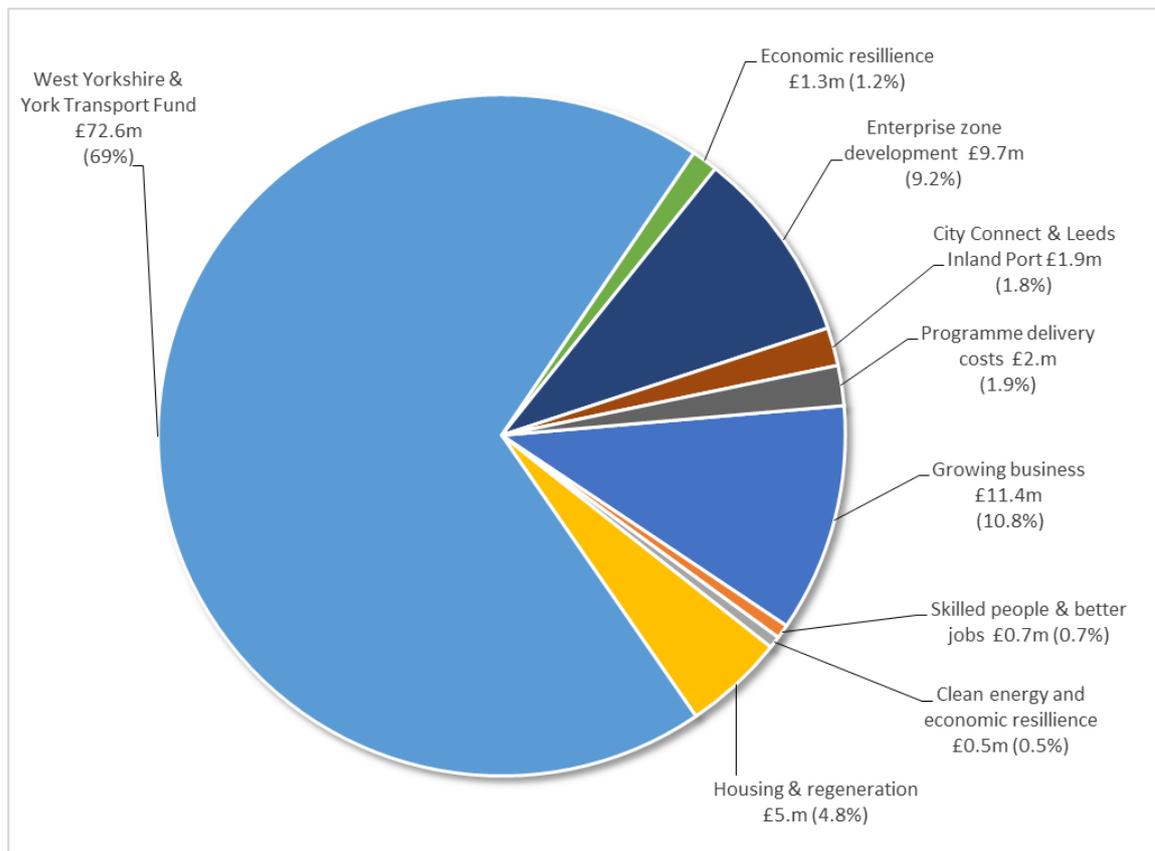
Plan on a page *[full page infographic style]*

In 2019/20 the LEP will:

- Provide Growth Deal funding to deliver **10** major projects
- Support **3,025** businesses to grow
- Invest **£6 million** in business growth
- Create **1,700** jobs through inward investment activity
- Support **18,000** disadvantaged pupils with careers and enterprise encounters
- Help to create **800** new apprenticeships

Delivering the Growth Deal

The LEP remains on track to achieve delivery of the largest Growth Deal in the country. In 2019/20 we will invest £105 million Growth Deal funding in the following areas:



This will enable:

- 10 projects to be completed
- 21 projects to start on site

The Growth Deal supports economic development, regeneration and transport projects. In earlier years, funding focussed on projects which could be started and delivered relatively quickly such as improving facilities at colleges within the City Region. Many of those projects have now been completed and the focus of Growth Deal expenditure has moved to transport projects. Transport projects are generally more complex and involve multiple stages of development including feasibility studies, the purchase of land and gaining of planning permission before construction can begin. This has resulted in a significant increase in spend on transport projects this year compared to previous years.

A full list of performance indicators can be found in [the technical appendix](#). Highlights include:

- The completion of Leeds City College – Quarry Hill campus which will open to students in September 2019
- Extension work on four railway station car parks to increase capacity and access to rail by creating 350 new parking spaces
- Supporting over 3,000 businesses through our business growth service
- Starting works at Harrogate Road – New Line in Bradford, a project to reduce congestion on the third most overcrowded road in the UK
- Continuing to deliver seven flood prevention schemes to protect homes and businesses
- Starting work on the construction of a new road as part of the East Leeds Orbital Route which will unlock land to for up to 5,000 new homes

Supporting businesses to grow

In 2019/20, the LEP will continue its work to support growing businesses, inspire people to gain economically valuable skills and attract major investments. A full list of performance indicators can be found in [the technical appendix](#). Key success measures include:

- Delivering intensive support to 1,025 businesses, in partnership with local councils, to help create 650 jobs
- Helping 350 businesses trade overseas and develop stronger links with emerging markets
- Attracting 30 companies to invest in the region
- Helping 1,000 people upskill in sectors of skills shortage
- Relaunching the LEP Growing Places Fund using returned investment from previous programmes to unlock land for future homes and jobs

Pull out box: Delivering a return on investment

The LEP Growing Places Fund was launched in 2012 to provide loan funding to support capital projects, focusing particularly on infrastructure and regeneration of brownfield land. To date, the programme has supported nearly 20 borrowers to kick-start projects, so far creating 829 jobs, 31 apprenticeships, 785 new homes and almost 59,000 square metres of commercial floor space. More than £16 million has been repaid so far with much more to follow, providing ongoing investment to support jobs and growth in the region.

Strategic activity and influencing

This year, the LEP will also continue its strategic activity, working closely with a wide range of partners to influence policy-making for the benefit of the region. Key activities include:

Local Industrial Strategy

The LEP, working in partnership with the York, North Yorkshire & East Riding Enterprise Partnership, will develop a Local Industrial Strategy, which will cover the proposed new LEP geography. Sitting at the heart of a long-term strategic policy framework, the strategy will focus on bold steps aimed at boosting productivity and driving both inclusive and clean growth for a post-2030 economy.

UK Shared Prosperity Fund

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

NP11

The NP11 is an influential, Government-funded body which is made up of the Chairs of the 11 LEPs located within the Northern Powerhouse. It is chaired by Roger Marsh OBE, the Chair of our LEP. It was established in 2017 by the Northern Powerhouse Minister, Jake Berry MP, to work with Government to deliver on the Northern Powerhouse ambition.

Transport for the North

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

Strategic transport pipeline

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

Strengthening Local Enterprise Partnerships and Improving transparency even further

The LEP remains committed to implementing the changes that Government has set out in its Strengthening Local Enterprise Partnerships report. This outlines how Government will work with LEPs to build on their achievements to date and strengthen their accountability. We are exploring a merger with the York, North Yorkshire and East Riding LEP to create a new LEP covering the whole of West and North Yorkshire. As we move forward with these plans, we will ensure the highest standards of transparency and accountability are upheld.

Delivering our priorities

Our governance

Our Combined Authority team supports the work of the Combined Authority itself and the Leeds City Region Enterprise Partnership (LEP). These two boards inform everything we do and take decisions about our investment.

Our boards

The Combined Authority

The Combined Authority is made up of elected politicians from the councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus York and the LEP Chair representing the views of business. All decisions - including those relating to investment - are approved at meetings in public of the Combined Authority which take place six times a year.

Meet our board:

[Insert name, title and headshots]

The LEP

The LEP Board, under a private sector chair, brings together business, council and university leaders – working with private sector businesses and industry bodies – to ensure that our work meets the needs of employers in the region. Its remit covers the whole of the Leeds City Region and also meets in public.

Meet our board:

[Insert name, title and headshots]

Transparency and accountability

The Combined Authority and LEP Board are supported by a number of committees and advisory panels. All our meetings are held in public and information, including reports and minutes of every meeting, are available on our website.

As a public body, governance and scrutiny are vital parts of our work and the Combined Authority Overview and Scrutiny Committee is responsible for reviewing and scrutinising decisions or actions taken by the Combined Authority or the LEP. The Committee is made up of cross-party representatives from each of the West Yorkshire and York councils and provides challenge to the organisation - making reports and recommendations to the Combined Authority on its work and any issues that might affect the people who live and work in Leeds City Region.

Engaging with local communities

Ensuring people have a chance to shape our work is key to developing policies, projects and services that meet the needs of the people that live and work in our region. To support this process, we have developed a digital engagement hub, known as YourVoice, which enables us to share information and source feedback electronically in a more interactive way. In the first twelve months since launching Your Voice we've had 83,600 page views across 22 projects with over 600 users registered to share their views.

Where our funding comes from and how we spend it

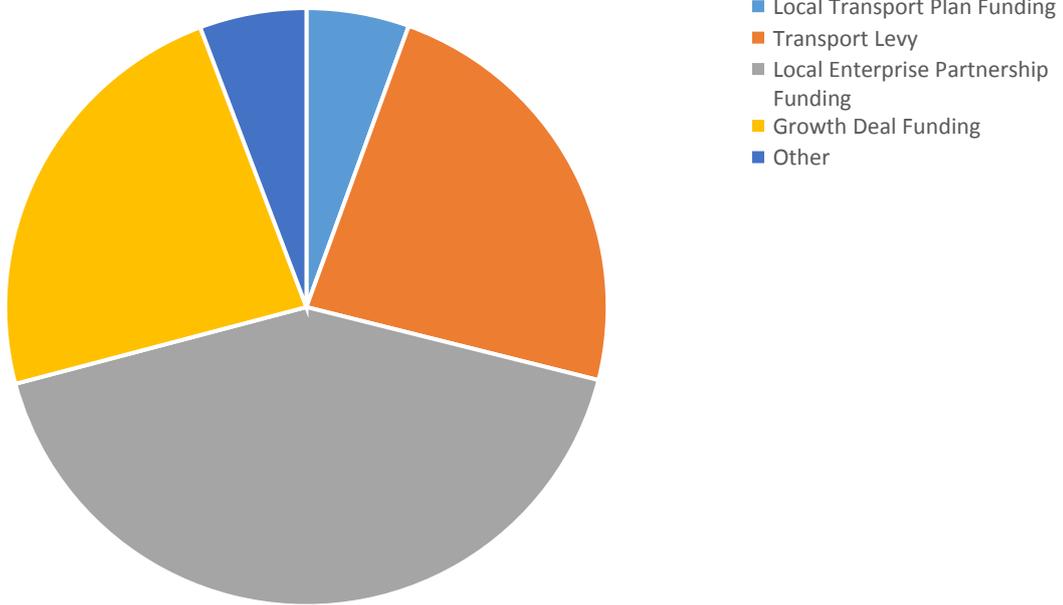
As a public body we must ensure that our budget is balanced. The majority of our revenue funding comes from the transport levy that West Yorkshire councils collect as part of their council tax and other transport funding. Of this, £47 million goes directly towards providing free travel for older people, which is a statutory obligation. The rest goes towards activities that we have determined as local priorities, including concessionary fares for young people, socially necessary bus services for vulnerable people or those living in isolated areas and travel information services.

Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

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

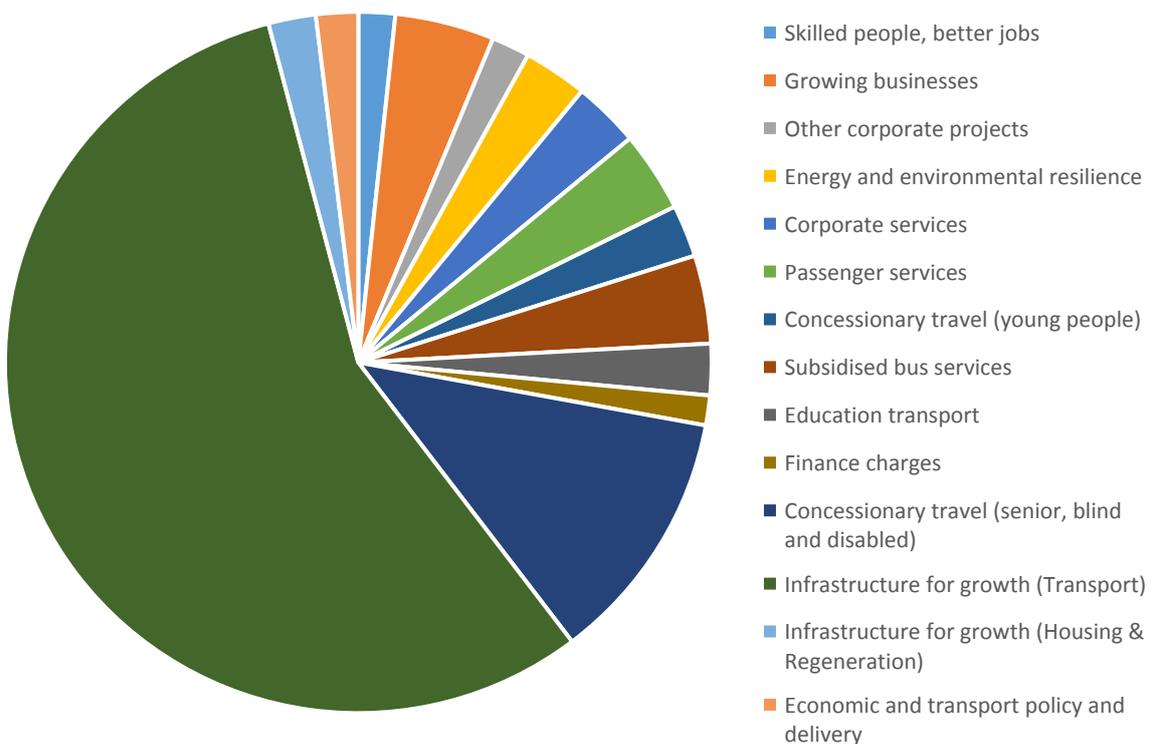
Where our funding comes from in 2019/20

Total income: £398 million



How we will spend our money in 2019/20

Total budget: £398 million



Our partners

Partnership working is at the heart of everything we do. In 2019/20, we'll continue to work with our partners to move further towards our vision for our region.

Combined Authority members:

[Insert logos]

Working with:

[Insert headshots for LEP Board members]

[Insert logos]

Find out more

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