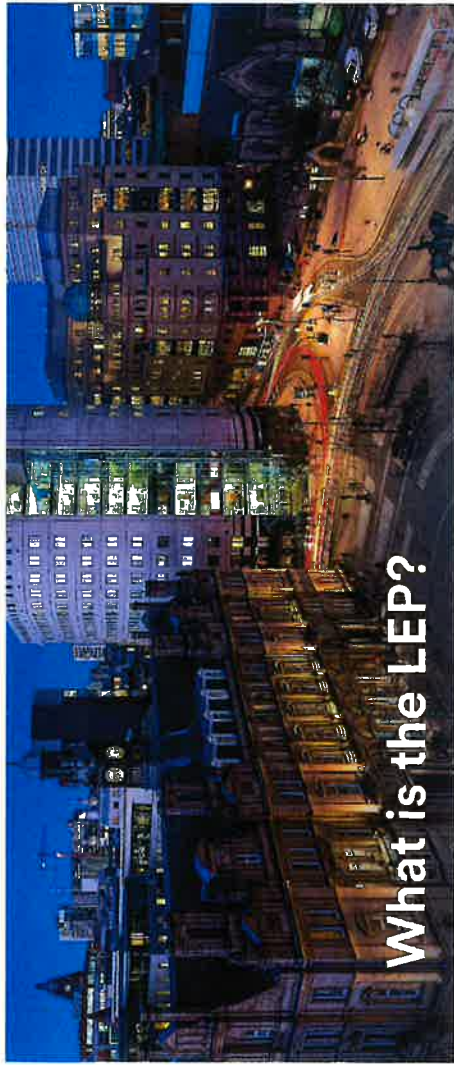


Annual Review 2018/19 and Delivery Plan 2019/20





What is the LEP?

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

LEP impact – 2018/2019

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



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

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

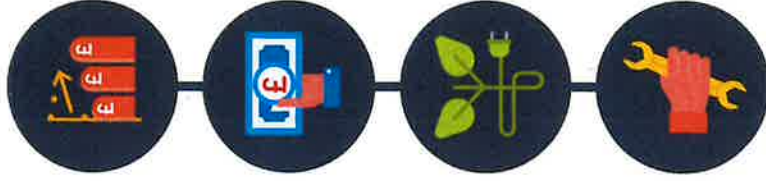
LEP impact – 2018/19

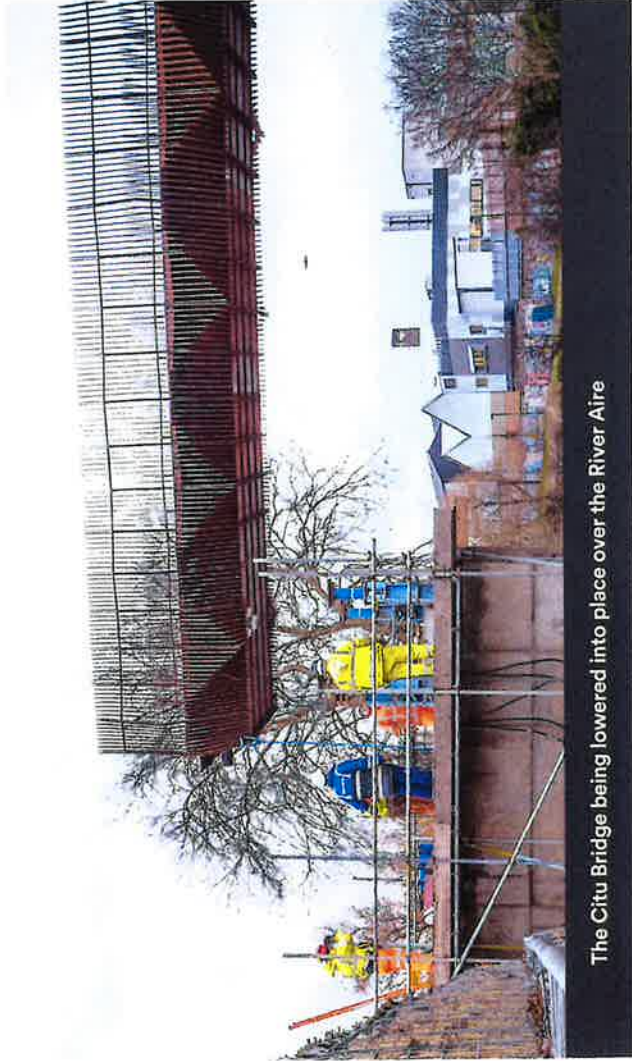
Supporting businesses to grow

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

This year, the LEP has:

- Supported over 1,500 businesses to grow and become more productive through the LEP Growth Service – taking the total number of businesses supported since 2015 to over 10,000
- Provided £9 million of LEP grants to help over 600 small and medium-sized businesses to grow
- Created 1,940 jobs through trade and investment activity
- Recruited almost 250 businesses to help school pupils develop work-ready skills through the Enterprise Adviser Network
- Helped over 250 businesses to reduce their energy bills and lower their carbon emissions through the Resource Efficiency Fund
- Helped city region businesses tap into new overseas markets through delegations to trade events including MIPIM, Arab Health in Dubai and Smart Cities Expo in Spain as well as others in Hong Kong, China and Germany
- Launched a productivity pilot investing £500,000 in manufacturing businesses enabling them to invest in new equipment and processes
- Established a careers hub in Kirklees linking schools and businesses and worked with Burberry to develop a creative careers programme





The CITU Bridge being lowered into place over the River Aire

Creating the environment for growth

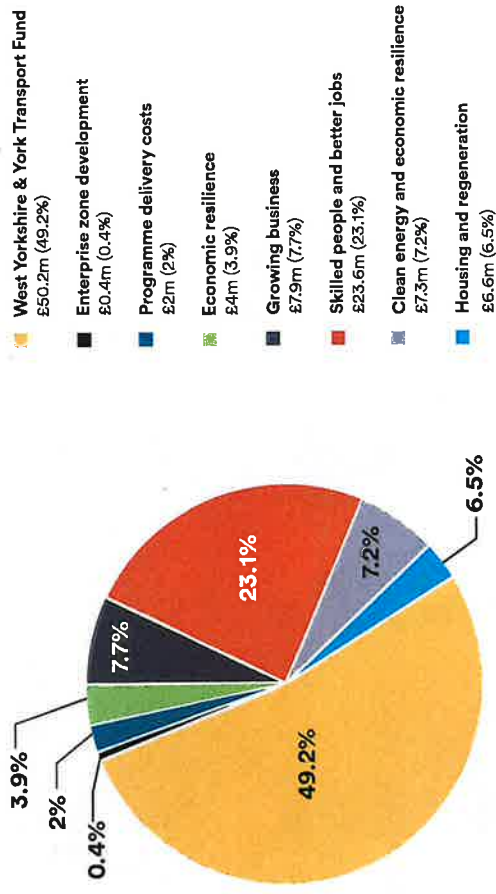
In 2014, the LEP secured a £1 billion-plus Growth Deal with Government which includes the West Yorkshire and York Transport Fund and provides funding for a significant number of Combined Authority and LEP projects and programmes. The LEP Growth Deal – the largest in the country – accelerates economic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

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

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

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

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



This has enabled us to deliver:

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

THE QUEENS

Bringing Channel 4 to our region

In October 2018, Channel 4 confirmed that Leeds City Region will be the home of its new national headquarters. The announcement followed two years of discussions with the broadcaster led by the LEP with support from partners across the region.

The move, scheduled to take place in 2019, will see Channel 4 benefit from one of the youngest and fastest growing labour markets in the UK. It is also set to contribute to the creation of more than 1,200 jobs and an economic impact of £1 billion over the next decade.

Annual Review 2018/19 and Delivery Plan 2019/20

Leeds City Region



The most transparent LEP in the country

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

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

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

In addition to his role at the LEP, Roger chairs the NP11 – the influential body made up of the chairs of each of the 11 LEPs located within the Northern Powerhouse. He also chairs the Strategic Oversight Board of the Northern Powerhouse Investment Fund which has, so far, invested more than £50 million in small and medium companies across the Northern Powerhouse area.

He is also Chair of The Piece Hall Trust, leading the independent charity tasked with transforming the Grade I listed building in Halifax. He is a member of the Council of the University of Leeds and an Honorary Doctor of the University of Huddersfield. He is also the Yorkshire and the North East representative on the Institute of Directors Council. In October 2018, Roger was appointed as an expert panel member to the Government's Rail Review.

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

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

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

Business plan – 2019/20

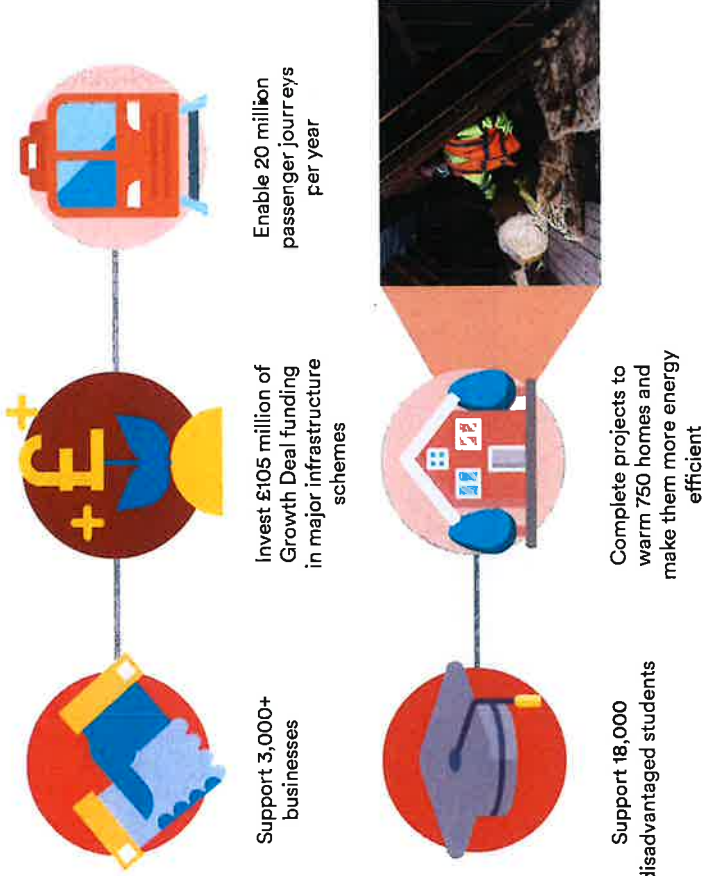
In 2019/20 we will continue to work with our partners to deliver against the long term ambitions we have in place for our region, focusing on our four priorities:

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

What's coming next?

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:



Our plans for 2019/20

Boosting productivity

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

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

Enabling inclusive growth

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

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



Leeds City Region

Delivering 21st Century transport

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

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

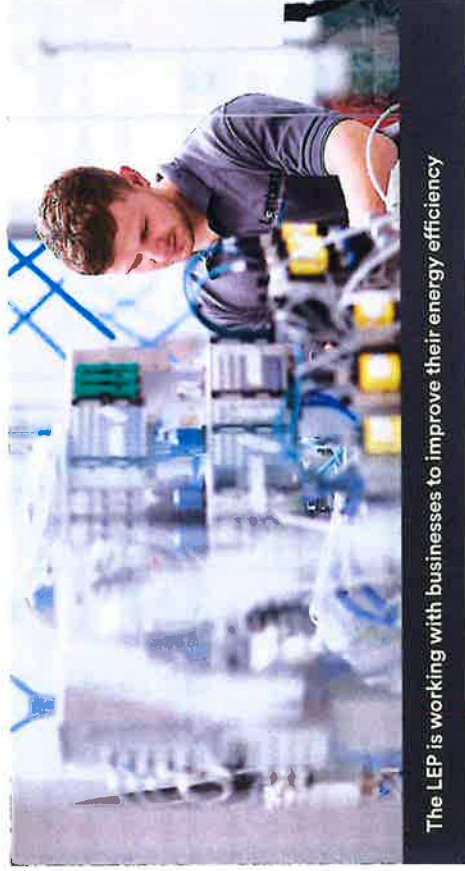


Annual Review 2018/19 and Delivery Plan 2019/20

Supporting clean growth

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

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



The LEP is working with businesses to improve their energy efficiency

Leeds City Region

Completion of Skills Capital

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



Energy Strategy – Leeds PIPES

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



Transport Fund investment in Bradford

More than £10.8 million from the West Yorkshire-plus Transport Fund is being invested in a number of projects that will reduce journey times and improve air quality in Bradford. In May, work started on the Hards Road Improvement Scheme in Keighley to improve road conditions and create better facilities for cyclists and pedestrians. Work will also start on major junction improvements at the Harrogate Road New Line junction at Greengates and at three roundabouts on the A6177 Outer Ring Road.

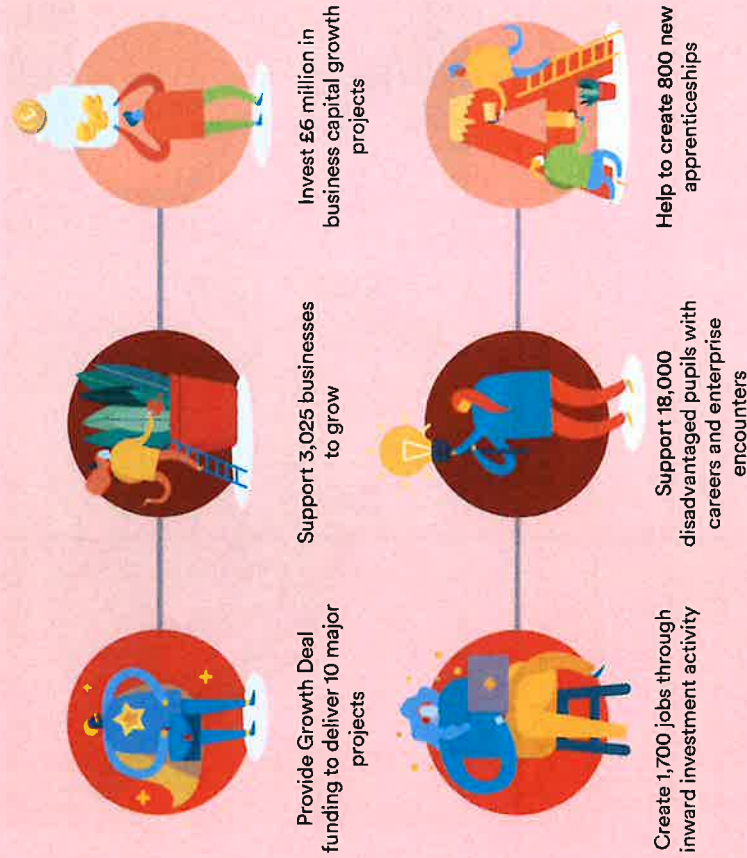
The Employment Hub

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

Annual Review 2018/19 and Delivery Plan 2019/20

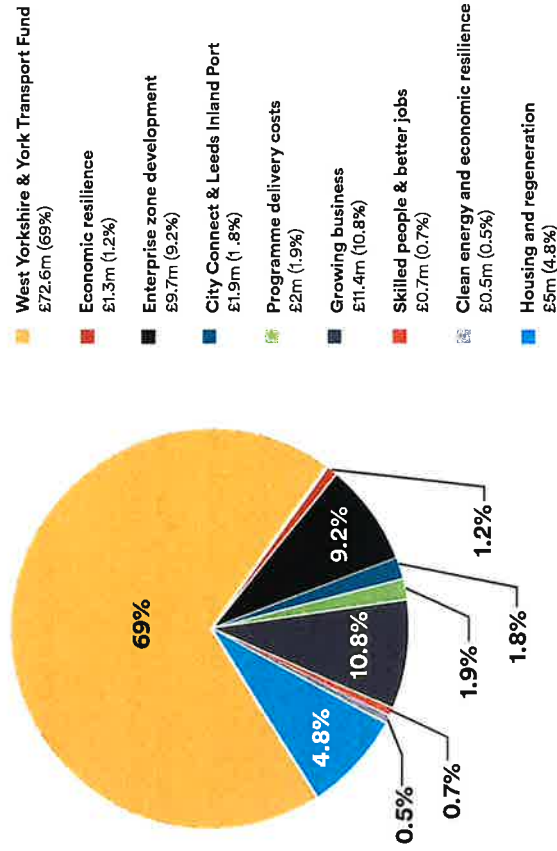
LEP delivery plan – 2019/20

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



Delivering the Growth Deal

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



This will enable:

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

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

A full list of performance indicators can be found in the technical appendix. Highlights include:

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



Leeds City College – Quarry Hill campus



Leeds City Region at MIPIM 2019

Supporting businesses to grow

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

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

Delivering a return on investment

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

Strategic activity and influencing

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



Local Industrial Strategy

The LEP will develop a bold Local Industrial Strategy, to boost productivity and drive clean and inclusive growth. Sitting at the heart of a long-term strategic policy framework, the strategy will focus on bold steps aimed at boosting productivity and driving both inclusive and clean growth for a post-2030 economy.

UK Shared Prosperity Fund

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

NP11

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

Transport for the North

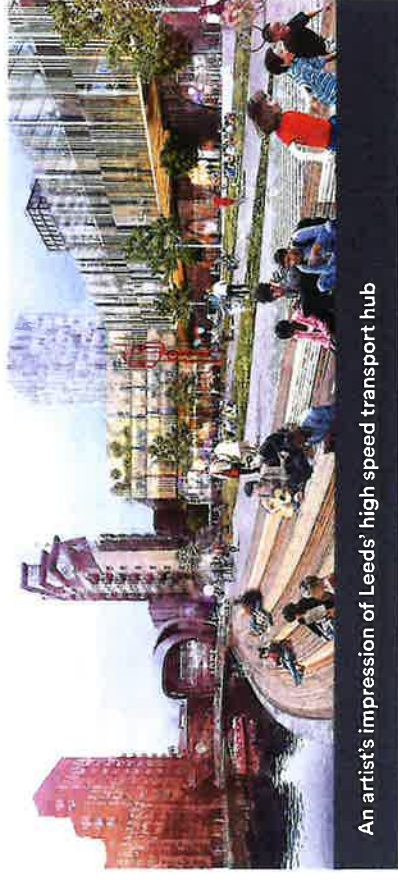
The LEP, working closely with the Combined Authority, will continue to be an active partner of Transport for the North (TfN) to ensure that the City Region's transport priorities are reflected both in the programme itself and through funding opportunities. Working with TfN, the LEP will also continue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

Strategic transport pipeline

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

Strengthening Local Enterprise Partnerships and Improving transparency

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



Our boards – The Combined Authority

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

Our organisational structure

Our officer team is organised into four directorates focusing on:

- 1. Policy, Strategy and Communications –** Developing policies and strategies to transform the region, securing the investment to put those policies into action, and championing the region's interests nationally and internationally
- 2. Delivery –** Overseeing our multi-million pound programme of capital investment in transport improvements and economic regeneration, ensuring projects are delivered on time and on budget, and that the greatest possible benefits are realised for the region
- 3. Transport Services –** Providing high-quality, responsive services to connect people to jobs and other economic opportunities, and running our Metro branded network of bus stations, travel centres and public transport information
- 4. Economic Services –** Supporting businesses to grow, attracting new companies to invest in the region, and supporting skills development to help people progress and prosper and businesses to become more productive

These four directorates are supported by a Corporate Services directorate which ensures that our organisation takes decisions in an open, transparent way, spends money wisely and develops a high performing team.



Ben Still
Managing Director



Melanie Corcoran
Director of Delivery



Angela Taylor
Director of
Corporate Services



Henry Rigg
Interim Executive Head of
Economic Services



Alan Reiss
Director of Policy, Strategy
and Communications



Dave Pearson
Director of Transport
Services

Delivering our priorities

Our governance

Our Combined Authority team supports the work of the Combined Authority itself and the LEP. These two boards inform everything we do and take decisions about our investment.



Roger Marsh OBE
Chair, LEP Board
Deputy Chair,
Investment
Committee



**Councillor
Judith Blake CBE**
Leader, Leeds City
Council
Board Member
and Chair, Business
Investment Panel



**Professor Adam
Beaumont**
Chief Executive, aql
Board Member



**Councillor
Peter Box CBE**
Leader, Wakefield
Council
Board Member and
Chair, Investment
Committee



Ian Cherry
Chief Financial
Officer, Nexus Vehicle
Management Board
Member



Richard Cooper
Leader, Harrogate
Council
Board Member



**Professor Bob
Cryan CBE**
Vice-Chancellor &
CEO, University of
Huddersfield
Board Member



Nicola Greenan
Director, East Street
Arts
Board Member



**Councillor Susan
Hinchcliffe**
Leader, Bradford
Council and Chair,
West Yorkshire
Combined Authority
Board Member



Amir Hussain
CoE, Yeme Architects
Board Member



**Councillor
Carl Les**
Leader, North
Yorkshire County
Council
Board Member



Rashik Parmar MBE
IBM Fellow and Vice
President Technology
Board Member and
Chair, Employment and
Skills Panel



**Councillor
Shabir Pandor**
Leader, Kirklees
Council
Board Member and
Chair, Inclusive Growth
and Public Policy Panel



Joanna Robinson
Managing Director,
Mansfield Pollard
Board Member,
SME Representative
and Chair, Business
Communications
Group



**Councillor
Tim Swift**
Leader, Calderdale
Council and Deputy
Chair, West Yorkshire
Combined Authority
Deputy Chair, LEP
Board and Chair,
Place Panel



**Councillor
Andrew Waller**
Deputy Leader, City
of York Council
Board Member

Our boards – The LEP

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



Andrew Wright
Managing Director,
Reliance Precision
Board Member
and Chair, Business
Innovation and
Growth Panel

Transparency and accountability

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

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

Engaging with local communities

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



School children working with our CityConnect team as part of our Tour de Yorkshire celebration

Where our funding comes from and how we spend it

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

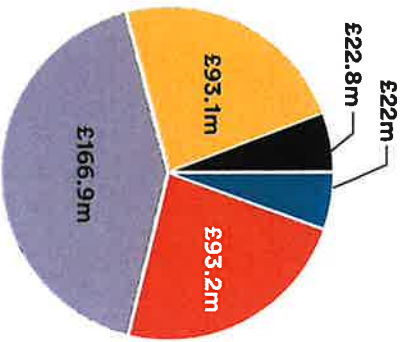
Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

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

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

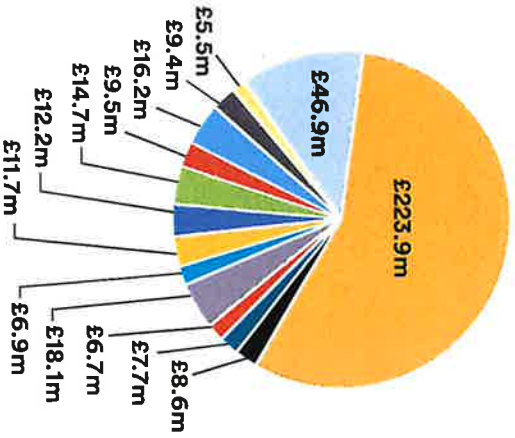


Where our funding comes from in 2019/20
Total income: £398 million



- Growth Deal Funding – £93.1m
- Other – £22.8m
- Local Transport Plan Funding – £222m
- Transport Levy – £93.2m
- Local Enterprise Partnership Funding – £166.9m

How we will spend our money in 2019/20
Total budget: £398 million



- Infrastructure for growth (Transport) – £223.9m
- Corporate services – £12.2m
- Passenger services – £14.7m
- Economic and transport policy and delivery – £77m
- Skilled people, better jobs – £6.7m
- Growing businesses – £18.1m
- Other capital projects – £6.9m
- Energy & environment – £11.7m
- Concessionary travel (young people) – £9.5m
- Subsidised bus services – £16.2m
- Education transport – £9.4m
- Finance charges – £5.5m
- Concessionary travel (senior, blind and disabled) – £46.9m

Leeds City Region

Our partners

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

Combined Authority members:



Working with:



Find out more



Working in
partnership
with the



the-lep.com

Twitter: @LeedsCityRegion

westyorks-ca.gov.uk

Twitter: @westyorkshireca

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