



Written record of a decision taken on behalf of the Leeds City Region Enterprise Partnership (the LEP)

Please forward this form to **Angie Shearon, Governance Services Manager** when completed, as soon as possible, but at the latest **within 5 working days** of the decision.

Decision-maker	Roger Marsh, LEP Chair
Title	Decisions made - 1 April 2020 – LEP Consultation Meeting
Date decision taken	1 April 2020
Details of the decision (including any consultation carried out)	<p>In my capacity as LEP Chair, I have today made the decisions recorded below in accordance with the delegations conferred on me by the LEP Board Constitution (Section 10 - Urgent Decisions of the LEP). The decisions I have taken have been fully informed by the views of the LEP Board members as part of the consideration of the specific items during a private consultative conference call held today (1 April).</p> <p>The decisions taken under my delegated powers are as follows:</p> <p>Governance Arrangements</p> <p>(1) That the recommendations of the LEP Board members, in relation to nomination of private sector members to advisory panels and extensions to terms of office of existing members, as set out in Appendix 1 attached, are recommended to the next meeting of the Combined Authority for formal approval.</p> <p>(2) Until such time as the nominations to panels are formally approved by the Combined Authority and to ensure that new panel members are able to familiarise themselves with the work of the respective panels, they are invited to participate in any conference calls and workshops which take place in the foreseeable future.</p> <p>Devolution</p> <p>(3) That the West Yorkshire Devolution Deal is endorsed.</p> <p>Corporate Performance</p> <p>(4) That, following consultation with LEP Board members, the final design and content of the LEP Annual Delivery Plan and Review will be agreed between myself as LEP Chair and the Managing Director.</p>

Reasons for the decision	<p>In view of the ongoing Covid-19 pandemic and social distancing rules, it is not currently possible to hold formal meetings of the LEP Board. There were three items of business which were due to be considered by the LEP Board and could not wait until the next formal meeting of the Board. In the circumstances, the decisions have been made under my delegated powers. The reasons the decisions are required are:</p> <p>Governance Arrangements (1) To take forward recommendations for nominations of private sector panels to be approved by the Combined Authority and extensions to the terms of office of existing panel members.</p> <p>Devolution (2) To endorse the WY Devolution Deal to enable preparations to commence on developing workstreams to implement the deal.</p> <p>Corporate Performance (3) To enable the content of the LEP Annual Delivery Plan to be finalised once final financial and performance data for the 2019/20 has been fed into the Plan and to enable the final design of the plan to be approved.</p>	
Any alternative option(s) considered and rejected	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, provide details:
Appendices attached to this written record <i>(List and identify any which contain confidential or exempt information)</i>	Appendix 1 – Private Sector Appointments to Advisory Panels Appendix 2 – Notes of the private Consultative Conference Call with LEP Board members. Appendix 3 – Report: Governance Arrangements Appendix 4 – Report: Devolution Appendix 5 – Report: Corporate Performance	
Background documents to be published with the written record		
Name of any Member who declared a conflict of interest in relation to the decision	None.	
Contact Officer <i>(for members of the public)</i>	Name: Angela Shearon	
	Post-title: Governance Services Manager	
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Authority for Decision

The decision-maker was authorised to make the decision by:

- the LEP Board at a meeting, *(specify date)* OR
- LEP governance arrangements *(specify document)*

Yes No

Yes No

LEP Board Constitution, Section 10 (Urgent Decisions of the LEP)

APPENDIX 1

Private Sector representatives on advisory panels:

Panel	Private Sector Representative	Current term of Office	Recommendation
Business Innovation and Growth Panel	Andrew Wright (Chair)	30 April 2020	To endorse his membership of the panel and to extend the term of office to 30 April 2023
	Martin Booth	14 December 2020 (with a further 3 year option)	To endorse his membership of the panel and to extend the term of office to 31 December 2023
	Will Roebuck Amir Hussain	14 December 2020 (with a further 3 year option)	To endorse their membership of the panel
	Mike Danby Philip Wilson Simon Wright	31 December 2020	To endorse their membership of the panel
	Richard Paxman David Sidlow Andy Peterson	N/A	To nominate to the panel for a term of office to 30 April 2023 (with a further 3 year option)
	Andrew Latchmore	30 June 2020	Term of office to expire
Employment and Skills Panel	Rashik Parmar (Chair)	30 April 2020	To endorse his membership of the panel and to extend the term of office to 30 April 2022
	Martin Booth	June 2020	To endorse his membership of the panel and to extend the term of office to 31 December 2023
	Glynn Robinson & Simon Barratt	31 December 2020	To endorse their membership of the panel
	Mark Cowgill Orlagh Hunt Richard Mason Liz Needleman	N/A	To nominate to the panel for a term of office to 30 April 2023 (with a further 3 year option)
	Mark Roberts	14 December 2020	Term of office to expire

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Private Sector representatives on advisory panels:

Panel	Private Sector Representative	Current term of Office	Recommendation
Green Economy Panel	Simon Pringle (Chair)	31 December 2020	To endorse his membership of the panel and to extend the term of office to 30 April 2023
	Bill Firth Natasha Luther-Jones Alice Owen	31 December 2020	To endorse their membership of the panel
	Richard Goodfellow Ben Tongue Leah Stuart	N/A	To nominate to the panel for a term of office to 30 April 2023 (with a further 3 year option)
Inclusive Growth and Public Policy Panel	Kate Hainsworth Claire Harrison Sam Keighley Karl Oxford	N/A	To nominate to the panel for a term of office to 30 April 2023 (with a further 3 year option)
	Alice Owen Nicola Greenan Mike Danby	June 2020, 3 Sept 2021 & 31 December 2020 respectively	Term of office to expire
Place Panel	Andrew Latchmore	14 December 2020	To endorse their membership of the panel and to extend the term of office to 14 December 2023
	Amir Hussain	14 December 2020	To endorse their membership of the panel
Business Investment Panel	Simon Wright	31 December 2020	To endorse their membership of the panel
	Michael Allen Jonathan King Marcus Mills Gareth Yates	3 January 2021	To endorse their membership of the panel

**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD REMOTELY AS A CONFERENCE CALL
ON WEDNESDAY, 1 APRIL 2020**

Present:

Roger Marsh OBE DL (Chair)	Leeds City Region Enterprise Partnership
Prof Shirley Congdon	Higher Education
Helen Featherstone	Culture
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	Chair, Business Communications Group
Kully Thiarai	Culture
Andrew Wright	A W Hainsworth Ltd (Chair, Business Innovation & Growth Panel)
Councillor Judith Blake CBE	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Shabir Pandor	Kirklees Council
Councillor Tim Swift MBE	Calderdale Council

In attendance:

Tom Riordan	Leeds City Council
Councillor Graham Swift	Harrogate Borough Council
Ben Still	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Angela Taylor	LEP/West Yorkshire Combined Authority
Brian Archer	LEP/West Yorkshire Combined Authority
Ruth Chaplin	LEP/West Yorkshire Combined Authority

1. Chair's Comments

The Chair opened the meeting which was being held as a consultation conference call via Zoom. He welcomed the new LEP Board members to their first meeting and also Mark Roberts as Deputy Chair.

The formalities of how the meeting would be managed and the decision-making items to be considered were clarified. Members would be given the opportunity to speak and their views would be sought on each item. The Chair would then take the decisions in accordance with the delegations conferred to

him by the LEP Board Constitution (Section 10 – Urgent Decisions of the LEP). Following the conclusion of the conference call, a Written Record would be completed by the Chair, clearly stating that the decisions have been made in consultation with the other members of the LEP Board. The Written Record, together with a copy of the notes of the meeting, will then be published on the website.

2. **Apologies for Absence**

Apologies for absence were received from Kate Hainsworth.

3. **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.

4. **Minutes of the meeting held on 25 February 2020**

Recommendation: That the minutes of the meeting held on 25 February 2020 be noted and approved at the next meeting.

5. **Governance Arrangements**

The Board considered a report of the Director, Corporate Services on governance arrangements.

The report provided an update on the process to seek new private sector members for the Combined Authority's advisory panels. Appointments panels had been held during February and March to recruit to the following:

- Business Innovation & Growth Panel
- Employment & Skills Panel
- Green Economy Panel
- Inclusive Growth & Public Policy Panel

In addition, it was noted that the terms of office for a number of existing panel members were coming to an end and it was proposed that these be extended as outlined in the submitted report.

Members noted the nominations which would be considered by the Combined Authority at their next formal meeting. Details of the proposals for both new and existing private sector membership of the advisory panels was provided in Appendix 1. Arrangements would be made to provide new members with an induction at the earliest opportunity in order to provide them with a better understanding of the LEP and the work of the panels.

It was proposed that the public sector membership of panels remains unchanged, reflecting all ten former Leeds City Region authorities, where

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those authorities wish to remain involved and there is continuing mutual strategic benefit.

It was noted that that appointments made beyond the next municipal year may need to be subject to a caveat relating to any potential changes to governance arrangements following the West Yorkshire devolution deal. Further details would be provided to a future meeting.

Recommendations:

- (i) That the proposals in relation to the nomination of private sector members to advisory panels and extensions to terms of office of existing members, as set out in Appendix 1 of the submitted report be approved by the Chair of the LEP Board under his delegated powers and be recommended to the next meeting of the Combined Authority for formal approval.
- (ii) That until such time as the nominations to panels are formally approved by the Combined Authority and to ensure that new panel members are able to familiarise themselves with the work of the respective panels, they are invited to participate in any conference calls and workshops which take place in the foreseeable future.

6. Covid-19

The Board considered a report of the Directors of Economic Services and Policy, Strategy and Communications on COVID-19.

The report outlined the latest advice and business support in response to the COVID-19 outbreak and the response of the Combined Authority and Leeds City Region Enterprise Partnership. It was acknowledged that health and public safety was the most important issue, but it was also an economic emergency and the full impact of COVID-19 on the Leeds City Region would not be known for some time and it was already having a serious effect on businesses and the economy.

It was reported that the Business Gateway team had been established (formerly the Business Growth Service) with additional staff to handle the high volume of enquiries being received. Support was being offered to businesses to help them access financial assistance and advice as quickly as possible including the funding and measures that have been put in place by central Government.

In this respect, the Board thanked officers and the Business Investment Panel for their swift action and support offered to Herida Healthcare in overcoming their short term funding challenge to provide the NHS with the urgently needed mattresses for the Nightingale Hospital in London.

Members discussed their concerns regarding the gaps in the Government's support package, the delays being encountered by businesses in getting

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responses from the banks and the high interest rates some were charging. It was acknowledged that much of the banks' decision making was made nationally and the need to emphasise to them the cash flow problems being experienced by some businesses who will not survive the crisis was highlighted

It was noted that the Combined Authority and LEP were doing everything possible to work with central Government and other Mayoral Combined Authorities (MCAs) to ensure there was sufficient support for businesses. A note on business support interventions had been sent to Government to influence the development of national programmes and a copy was attached at Appendix 1 to the report. Work was continuing to identify any further gaps in the Government's support package eg. for those smaller businesses who would not qualify for one type of loan but were too big for another. Members stressed the need to highlight such examples to Government and emphasise the problems being faced by businesses.

Looking ahead, Members discussed how businesses could be helped to recover and it was considered that the devolution deal and the Northern Powerhouse could provide opportunities for the Leeds City Region and new businesses.

Recommendation: That the update be noted.

7. Devolution

The Board considered a report of the Combined Authority's Managing Director on Devolution.

Members discussed the report which provided a summary of the "minded-to" West Yorkshire Devolution Deal and update on its implementation. A timeline outlining the main decisions and estimated timescales was attached at Appendix 1.

It was reported that despite the current COVID-19 emergency, devolution remains a priority for the Government. It was however acknowledged that there are challenges for the timetable in the current climate, particularly with regard to the consultation and laying of the order.

Councillor Graham Swift congratulated the Combined Authority in securing the deal and hoped his authority would be able to continue working with the partnership in the future.

The Board welcomed and endorsed the Devolution Deal and thanked the West Yorkshire Leaders and officers for their tireless work in securing the deal.

Recommendation: That the West Yorkshire Devolution Deal be endorsed.

8. Corporate Performance

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

A summary of the 2019/20 current spend to budget as at January 2020 was attached at Appendix 1.

Members noted the summary of progress against the key performance indicators for the year to date which was attached at Appendix 2. This also included a summary of the headline strategic risks. This included a new risk related to the disruption to normal business operations and service delivery as a result of the ongoing national response to COVID-19.

The Board discussed the draft LEP Annual Delivery Plan for 2020/21 which was attached at Appendix 3. It was proposed that final approval of its content be delegated to the Chair of the LEP Board and the Managing Director.

In respect of other governance matters it was noted that the annual assurance framework had been finalised and published on the LEP website in line with the required timescales.

Recommendations: That, following consultation with LEP Board members, the final design and content of the LEP Annual Delivery Plan and Review be agreed between the LEP Chair and the Managing Director.

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

Date: 1 April 2020

Subject: **Governance Arrangements**

Director: Angela Taylor, Director of Corporate Services

Author(s): Julie Haigh

1. Purpose of this report

- 1.1 To provide the LEP Board with an update on the process to seek new private sector members for the Combined Authority advisory panels.
- 1.2 To receive the recommendations in Appendix 1 in relation to private sector membership of the advisory panels and to recommend these to the Combined Authority.

2. Information

- 2.1 As advised at the February meeting of the LEP Board, in order to comply with the requirements of the *National Assurance Framework* and *Strengthened Local Enterprise Partnerships*, a recruitment exercise has been carried out to seek new private sector LEP Board members. Following on from that an exercise has been conducted to appoint new private sector Panel members.
- 2.2 The Combined Authority currently appoint a number of Panels which advise both the Combined Authority and the LEP, with Panel Chairs reporting directly to the LEP Board. The panels are as follows:
 - Business Innovation and Growth Panel
 - Employment and Skills Panel
 - Green Economy Panel
 - Inclusive Growth and Public Policy Panel
 - Place Panel
- 2.3 As set out in the **Recruitment and Appointment Procedure for Private Sector Representatives**, with the LEP Chair's consent, Panel Chairs may interview potential candidates for their respective Panel with the appropriate Panel lead officer to attend in support by way of an Appointments Panel.

- 2.4 Appointments Panels for the Business, Innovation & Growth, Employment & Skills, Green Economy and Inclusive Growth and Public Policy Panels were convened throughout February and March.
- 2.5 In addition, a number of panel members' terms of office are coming to an end imminently, and it is proposed that their terms are extended as follows as a reflection of the valuable contribution they make to the work of the Panels and the LEP as a whole:

Employment & Skills Panel

- **Rashik Parmar MBE** (Chair) has served on the LEP Board since 2013 and is Chair of the Employment & Skills Panel. Rashik regularly represents the Chair at engagements and is well known within the business community. It is proposed that his term of office be extended for a further **two years, to April 2022**. This extension is in line with that approved at the LEP Board February 2020 meeting in connection with Rashik's LEP Board membership.
- **Martin Booth** has sat on the BIG Panel since December 2017 and due to a shortage in private sector members agreed to also sit on ESP from June 2019 for an initial 12 month period. It is proposed that Martin's ESP term of office be extended in line with that of his BIG term to **31 December 2023**.

Business Innovation & Growth Panel

- **Andrew Wright** (Chair) joined the LEP Board in 2015 and is Chair of the Business Innovation & Growth Panel, ensuring that the LEP's business growth ambitions align with inclusive and clean growth principles. It is proposed that his term be extended for a further **three years, to April 2023**. This extension is in line with that approved at the LEP Board February meeting in connection with his LEP Board membership.
- **Martin Booth** has been a member of BIG since December 2017, with an initial term of office of three years with an option of a further three years. It is proposed to exercise this further three year term of office and extend to **31 December 2023**.

Green Economy Panel

- **Simon Pringle** (Chair) since joining the LEP in 2013 has overseen projects that are helping to develop a cutting-edge energy infrastructure for the region in order to drive innovation and contribute to business growth and achieve a substantial and continued decrease in carbon emissions. At the February 2020 LEP Board meeting his appointment as a LEP Board member was approved and therefore it is proposed that his role as GEP Chair be extended in parallel with his LEP Board membership to **30 April 2023**.

Place Panel

- **Andrew Latchmore** has been a Place Panel member since December 2017, with an initial term of office of three 3 years with an option of a further three years. It is proposed to exercise this option and extend to **31 December 2023**.
- 2.6 The LEP Board is now asked to receive the recommendations as set out as **Appendix 1** to this report and recommend these to the Combined Authority at its 16 April meeting.
- 2.7 The LEP Board is however asked to note that appointments longer than the next municipal year **may** need to be subject to a caveat relating to any potential changes to governance arrangements further to the West Yorkshire devolution deal.
- 2.8 It is proposed that public sector membership of Panels remains unchanged, reflecting all ten former Leeds City Region authorities (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, North Yorkshire, Selby, Wakefield), where those authorities wish to remain involved and there is continuing mutual strategic benefit.

Other Combined Authority Committees

- 2.9 The LEP Board has two non-voting members on the **Combined Authority's Transport Committee**. These non-voting members remain unchanged since 1 July 2019 and are Mark Roberts and Simon Pringle. Likewise, the LEP Chair is the LEP Member on the **West Yorkshire & York Investment Committee**.

Getting MCA Ready

- 2.10 As set out in item 7, the Government announced a "minded-to" devolution deal with West Yorkshire authorities on 11th March 2020. This will lead to changes in the decision-making structures and procedures of the CA and the LEP. Further advice will be provided to the LEP about what this might mean for the Panels in due course.

3. Clean Growth Implications

- 3.1 None arising directly from this report.

4. Financial Implications

- 4.1 None arising directly from this 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 arising directly from this report.

8. Recommendations

8.1 The LEP Board is asked to:

- note the contents of this report
- consider the recommendations in relation to private sector members of the advisory panels as at Appendix 1
- propose these to the Combined Authority at their 16 April meeting.

9. Background Documents

9.1 [HM Government \(2018\), *Strengthened Local Enterprise Partnerships*](#)

10. Appendices

Appendix 1 – Private Sector representatives on advisory panels (to follow)

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

Date: 1 April 2020

Subject: **Devolution**

Director: Ben Still

Author(s): Eliana Campbell

1. Purpose of this report

- 1.1 To provide Board members with a summary of the “minded-to” West Yorkshire Devolution deal, to endorse the Deal, and to note an update on its implementation.

2. Information

- 2.1 On 12 March 2020 West Yorkshire Leaders and Government signed a “minded-to” Devolution Deal which was announced as part of the Budget on 11 March. The deal offers the opportunity for the region to receive additional functions and funding in return for adopting the model of a directly elected Mayor by May 2021. The Deal has the potential to benefit the region by unlocking central government funding and powers to allow more local and accountable decision making.
- 2.2 The “minded-to” Deal is the starting point leading ultimately to the adoption of a mayoral combined authority model. Each council and the Combined Authority will need to agree specific actions, including thorough public consultation, as part of the statutory procedures which must be followed before the Secretary of State makes an Order which will create the MCA and provide it with its functions.
- 2.3 The Deal would devolve a range of powers and responsibilities to the West Yorkshire Combined Authority and Mayor, supporting the region to drive economic growth and prosperity within its communities and across the North of England. It would build upon the area’s history of collaboration to maximise investment and increase its contribution to the national economy. This will be particularly important given the work and investment required to enable the region to recover from the economic impact of Covid-19.
- 2.4 The full devolution deal can be found [here](#), and includes the following headline commitments:

- £38m for 30 years into West Yorkshire Investment Fund with a 25%/75% capital/revenue split
- Government commitment to work with West Yorkshire to develop modern mass transit system through access to a new five-year integrated transport settlement
- £317m from the Transforming Cities Fund to dramatically improve access to public transport, cycling and walking
- Access to bus franchising powers
- Control of the £63m annual Adult Education Budget for West Yorkshire to closer align spending on skills to the opportunities and needs in the local economy
- A £25m heritage fund to support the development of a British Library North in Leeds
- £500,000 of Government funding to support masterplanning in Bradford City Centre to maximise regeneration opportunities from Northern Powerhouse Rail
- £75,000 to support the creation of a Digital Skills Partnership
- The creation of a West Yorkshire Mayor to be elected in May 2021
- A commitment to work towards policing and crime powers to be transferred to the Mayor in 2024.
- Government commitment to engage with the Combined Authority on priorities emerging from the Future Ready Skills Commission
- Access to the Government's new Brownfield Regeneration Fund to support housing growth and £3.2m to support the development of a pipeline of housing sites across West Yorkshire.
- £200,000 funding to support the work of the Yorkshire Leaders Board

2.6 Under the deal, West Yorkshire Combined Authority would retain its current powers in relation to economic development, regeneration and transport functions (with the Mayor taking responsibility for preparing the transport plan and strategies). Working with the Mayor, these will be strengthened with additional powers as set out in legislation including:

- Finance – power to borrow up to an agreed cap for non-transport functions
- Adult education and skills functions
- Economic development – duty to prepare an assessment of economic conditions
- Housing functions relating to compulsory purchase (subject to the consent of the constituent council affected by the exercise of the function), plus provision of housing and land, land acquisition and disposal, and development and regeneration of land
- Creation of a Spatial Development Strategy, requiring unanimous approval by all partner Councils, which would assist the region in meeting its zero carbon ambitions by providing a stronger planning framework for low emission infrastructure

- Transport powers to set up and coordinate a Key Route Network on behalf of the Mayor (unless otherwise agreed locally, all operational responsibility for Key Route Network roads will remain with the constituent councils)
- The Combined Authority will be able to seek consent to raise a Strategic Infrastructure Tariff

2.7 The agreement to the Deal is just the beginning. Alongside significant immediate benefits it also positions West Yorkshire to benefit from new Mayoral funding streams and continue our discussions with Government over further powers and funding to achieve our ambitions.

2.8 **Appendix 1** to this report is a timeline which outlines the main decisions and estimated timescales involved in implementing the Deal. In summary this involves –

- Councils and the Combined Authority agreeing to endorse the deal and carry out a Governance Review
- Publication of a Governance Review and Scheme
- A public consultation taking place for 6 weeks from the end of May to the start of July
- A summary of responses to the consultation being sent to the Secretary of State by the end of July
- Councils and the Combined Authority giving consent to the Order by the end of September
- The Secretary of State laying the Order in October, before the final Order is made in December 2020/January 2021

2.9 The timeline highlights the significant amount of work that needs to be undertaken prior to the proposed Mayoral election in May 2021. Risks arising from Covid-19 are also being taken into account with regard to the process to ensure that decisions can still be taken and the deal can be kept on track.

2.10 As part of the timeline, the Combined Authority will need to prepare for the transition to a Mayoral Combined Authority. Preparations to implement the Deal are currently being developed, which will involve multiple workstreams across the organisation and partnership. These workstreams are likely to be organised in the following way:

- Workstreams to prepare the Combined Authority as an **organisation** for becoming a Mayoral Combined Authority (MCA).
- Workstreams for preparing the **partnership** of the CA and West Yorkshire authorities.
- Workstreams to take forward the **contents** of the Deal

2.11 Further detail on these workstreams is due to be considered by the Combined Authority at its meeting on 16th April.

- 2.12 It is proposed as part of the Deal (see paragraph 14 of the text) that the LEP Chair will continue to be a member of the Mayoral Combined Authority and the Mayor will be a member of the LEP Board, maintaining the important interrelationship between the Combined Authority and the LEP. The LEP Chair will be non-voting unless the MCA resolves to give them a vote on any issues. The proposed workstreams will need to consider the implications for the LEP and any associated consequential changes to the governance arrangements that may arise as part of the transition to a mayoral combined authority.
- 2.13 Once the workstreams are established a system will be put in place for reporting back to relevant boards and committees on progress against these, as well as general progress in terms of implementing the Deal.

3. Clean Growth implications

- 3.1 Although there are no immediate implications on Clean Growth arising as a direct result of this report, there are likely to be considerable opportunities to deliver West Yorkshire's clean growth ambitions as a result of the Deal.

4. Inclusive Growth implications

- 4.1 Although there are no immediate implications on Inclusive Growth arising as a direct result of the report, there are likely to be considerable opportunities to deliver West Yorkshire's inclusive growth ambitions as a result of the Deal.

5. Financial Implications

- 5.1 Although there are no financial implications arising as a direct result of this report, the Deal includes a number of flagship funding arrangements including £38m for 30 years into the West Yorkshire Investment Fund, £317m from the Transforming Cities Fund and control over the £63m annual Adult Education budget. The implications of these and the other funding provisions contained within the Deal will be considered as part of the implementation of the deal.

6. Legal Implications

- 6.1 Although there are no legal implications arising as a direct result of this report, the process to become a Mayoral Combined Authority involves a statutory legal process that must be followed by both the Combined Authority and partner councils.

7. Staffing Implications

- 7.1 Although there are no staffing implications arising as a direct result of this report, in due course the establishment of the Mayoral Combined Authority may have staffing implications in terms of resources to deliver the ambition of the Deal and these will be considered at the appropriate point to ensure operational effectiveness of the Combined Authority

8. External Consultees

8.1 There are no external consultees as a result of this report, however as set out above, public consultation is required as part of the implementation of the Deal.

9. Recommendations

9.1 That Board members endorse the Devolution Deal and note the update on implementation

10. Background Documents

10.1 West Yorkshire devolution full deal text, found [here](#).

11. Appendices

11.1 **Appendix 1** – Timeline

Timeline to Mayoral Combined Authority

Step	Action / Decision	When – proposed timescales	Who
1.	Agree “minded to” Deal with Govt	Spring Budget 11 March 2020	Leaders and Ministers
2.	Resolve to: <ul style="list-style-type: none"> • endorse the Deal • carry out a governance review • delegate authority to officers to draft a Scheme • engage with members, stakeholders and the public on the Deal 	March 2020	Each WY Council via Cabinet ¹ and Combined Authority
3.	Carry out governance review	April 2020	Combined Authority (officers)
4	Consider review outcome and resolve: <ul style="list-style-type: none"> • that an order would be likely to improve statutory functions • agree draft scheme for publication • delegate authority to officers to consult public on the Scheme 	May 2020 annual meetings (19 – 21 May)	Each WY Council and Combined Authority
5	Publish draft Scheme and launch Public Consultation	End May 2020	Combined Authority (officers)
6	Consultation closes	Early July 2020	
7	Consider outcome of consultation and resolve to provide the Secretary of State with the final Scheme and a summary of responses	End of July 2020	Each WY Council and Combined Authority

¹ The extent of any participation by non-constituent authorities in this process would also need to be considered.

Timeline to Mayoral Combined Authority

Step	Action / Decision	When – proposed timescales	Who
8	Secretary of State approves Scheme/decides to lay draft Order	September 2020	Secretary of State
9	Consent to Order	End of September 2020	Each WY Council and Combined Authority
10	Order laid	October 2020	Secretary of State
11	Order made and final deal published	December 2020/ January 2021	Secretary of State
12	Notice of Mayoral Election	March 2021	Combined Authority
13	Election of Mayor	May 2021	-

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

Date: 1 April 2020

Subject: **Corporate Performance Report**

Director: Angela Taylor, Director, Corporate Services

Author(s): Louise Porter et al

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.

Budget Monitoring 2019/20

- 2.2 A summary of the 2019/20 current spend to budget as at January 2020 is attached at **Appendix 1**. A RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report, reflecting the close monitoring that takes place on an ongoing basis.
- 2.3 The approved annual budget included a £1.2 million deficit to be funded from general reserves. A recent forecast exercise was undertaken in January 2020 resulting in the year end position expected to be a £0.37 million surplus. This improved position results in money going into the general reserve rather than being taken out.
- 2.4 The general reserves are still therefore forecast to be approximately £7 million as at the end of the financial year. As previously reported the proposal is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects. It is also likely that some funding will be required to meet the initial costs of transitioning to a mayoral combined authority.

2019/20 Corporate Plan and LEP Annual Delivery Plan

- 2.5 In line with the requirements of the Strengthened Local Enterprise Partnerships agenda, the first LEP Annual Delivery Plan was published in May 2019. This Delivery Plan sets out the detailed proposals and targets for the LEP in 2019/20 financial year.
- 2.6 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 wider Corporate Plan is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth.
- 2.7 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been developed and are routinely monitored. A summary of progress against these indicators for the year to date is provided in **Appendix 2** as part of the wider corporate performance snapshot.
- 2.8 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 are on track to being achieved.

2020/21 Corporate Plan and LEP Annual Delivery Plan

- 2.9 The Combined Authority approved the 2020/21 budget and accompanying business plans for the organisation at their meeting of 6 February 2020. This sets out the detailed objectives to be delivered by the Combined Authority and the LEP over the next financial year.
- 2.10 The detailed business plans have been used as a basis for compiling the LEP Annual Delivery Plan for the 2020/21 financial year, alongside an Annual Review document which provides an overview of performance against the previous year's delivery plan. This draft combined document is provided at **Appendix 3**. This is currently marked draft due to the need to obtain final financial and performance data from the 2019/20 financial year, which is not yet available.
- 2.11 Members of the LEP Board are asked to provide feedback on the LEP Annual Delivery Plan and Review document at **Appendix 3** and are requested 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.

Corporate Risk Update

- 2.12 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.
- 2.13 A summary of the headline strategic risks is included at **Appendix 2** to this report. The key change since the last reporting period is the inclusion of a new risk related to the potential for disruption to normal business operations and service delivery as a result of the ongoing national response to the COVID-19 outbreak.

Internal Audit

- 2.14 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. No further audit assignments specifically on LEP activities have been completed since the February meeting. The draft 2020/21 Audit Plan was due to be considered and approved by the Governance and Audit Committee meeting of 19 March 2020, however this was postponed due to the COVID-19 emergency. The draft plan is available [here](#).
- 2.15 The plan reflects a move away from cyclical reviews to be a more dynamic and fully risk responsive plan, based on the current risks facing the organisation, the corporate priorities and objectives and considering external intelligence around emerging risks from a wider business perspective.

Overview and Scrutiny Committee

- 2.16 The last meeting of the Overview and Scrutiny Committee, which took place on 20 March 2020, focussed on corporate performance and undertook an initial consideration of the proposed devolution deal. The working groups continue their work on business grants and climate change and will report back to a future meeting.

Other governance matters

- 2.17 Previous meetings of the LEP Board have considered the changes to the annual assurance framework, which was required to be updated and published by 28 February. This was finalised by 28 February and is available on the LEP website. A letter from the s73 Officer to MHCLG was also submitted as required by this date to confirm the following:

‘As the Section 73 Officer for West Yorkshire Combined Authority, the LEP’s Accountable Body, I would like to confirm that myself and my deputies have undertaken all the necessary checks to ensure that the LEP has in place the processes to ensure the proper administration of their financial affairs.

Accordingly, having considered all the relevant information, in my role as the Section 73 Officer, I am of the opinion that the financial affairs of the LEP are being properly administered. The LEP's Local Assurance Framework is compliant with the minimum standards as outlined in the *National Local Growth Assurance Framework (2019)*.'

3. Clean Growth Implications

3.1 The need to meet clean growth objectives is recognised in the risk register.

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.

8.2 That the LEP Board agree to delegate to the Chair of the LEP and the Managing Director the final design and content of the LEP Annual Delivery Plan and Review.

9. Background Documents

9.1 None.

10. Appendices

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – 2019/20 Corporate performance update (KPI & risk)

Appendix 3 – Draft LEP Annual Delivery Plan and Review

West Yorkshire Combined Authority - Revenue Budget Summary				83%				
Title	2019/20 Budget £	January 2020 Actual £	% of Full Year Budget			RAG	Previous RAG	Forecast 2019/20 £
Expenditure								
Salary & Pay Related Costs	23,574,623	17,608,325	75%	Higher vacancies than originally budgeted				20,867,632
Indirect Employee Related Costs	385,450	373,716	97%	Spend in line with budget / forecast.				395,638
Premises Related Costs	6,249,646	5,598,152	90%	High forecast reflects urgent / unplanned works at bus stations				6,872,934
Travel, Transport & Subsistence Related Costs	121,662	118,307	97%	Spend is higher than budget.....potential small overspend				127,694
Member Related Costs	219,000	169,864	78%	Spend in line with budget / forecast.				218,146
Office Supplies & Services	544,573	536,831	99%	In year savings used for purchase of office supplies				676,726
ICT & Telephony Costs	2,614,132	2,225,066	85%	Some ICT / telephony costs paid in advance (eg line rentals)				2,663,466
Professional & Consultancy Fees	2,196,070	2,561,529	117%	Forecast reflects approved work on bus options, future investment fund and consultancy on capital schemes (recovered)				2,458,175
Marketing & PR Costs	2,079,896	1,436,827	69%	Forecast higher than budget due to approved NP11 project administered by the CA (matched by income)				2,528,802
Insurance	304,900	300,561	99%	Annual invoice paid. Forecast includes excess on claims				382,900
								0
Operator Payments (Transport)	25,601,325	22,489,468	88%	Savings target from Qtr4 - revised budget profile needed				25,824,467
Pre Paid Ticket Cost	34,125,000	27,869,284	82%	Matched by income				34,125,000
Concessions	56,446,802	45,860,675	81%					55,309,123
Additional Pension Costs	2,301,600	2,063,423	90%					2,206,100
Financing Charges	5,465,000	743,338	14%	Main costs accrued at year end and higher interest earned forecast (short term investments)				4,454,000
								0
Grants	2,337,597	1,442,198	62%	Low spend as held in 'projects' until year end when moved to revenue - will balance to income				2,427,542
Other Miscellaneous Costs	5,080,894	949,991	19%	Forecast underspend reflects a number of projects not starting as planned - impact on income forecast too				3,187,152
								0
Contribution to External / Related Parties	326,912	133,368	41%					372,931
								0
Additional Savings Target	(1,046,619)	0	0%	Vacancy target to offset against savings in pay budget.				0
Total Expenditure	168,928,463	132,480,923	78%					165,098,428
Income								
Rail Admin Grant	(878,000)	(878,000)	100%	Full year received in advance				(878,000)
LEP General Funding Income	(1,234,000)	(1,379,086)	112%	Income forecast higher than budget due to grant received for LEP review work.				(1,484,000)
Growing Places Fund Interest	(300,000)	(519,112)	173%	More interest received than originally budgeted				(500,000)
Enterprise Zone Receipts	(1,958,320)	(1,490,337)	76%	Forecast higher than originally budgeted, as EZ sites develop.				(2,307,000)
Transport Levy	(93,198,000)	(93,198,000)	100%					(93,198,000)
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100%	All received at the start of the year.				(2,063,592)
Education Contribution to Transport	(6,768,000)	(4,531,380)	67%	Income forecast broadly in line with the budget.				(6,708,000)
Bus Station Tenant Income	(1,713,725)	(1,136,768)	66%	Prudent forecast on tenant income for the year.				(1,387,542)
Bus Station / Services - Other Income	(2,758,297)	(1,549,702)	56%					(3,086,354)
Admin Recharges	(2,485,223)	(2,065,069)	83%	Includes accruals in the actual				(2,732,601)
Capitalisation of Revenue Costs	(7,740,378)	(5,703,103)	74%	Broadly in line with forecast				(7,175,514)
Pre Paid Ticket Income	(34,125,000)	(27,869,284)	82%	Matched by expenditure				(34,125,000)
Other Income	(12,507,279)	(5,058,089)	40%	Low income reflects a number of projects not starting as planned - impact on spending budgets too.				(9,829,841)
Total Income	(167,729,814)	(147,441,523)	88%					(165,475,444)
Net Expenditure	1,198,649	(14,960,600)						(377,016)

Corporate Risk Update

Combined Authority risk appetite levels

	Low ↔ High Appetite					
	1	2	3	4	5	
Legal Compliance and Regulation	1					This is something for which the Combined Authority has no appetite for and expects minimal exposure to risk. Where it relates to a service which must be provided, significant controls must be in place.
Safety and Security	1					
Finance and Resources		2				There is a preference for what are deemed to be 'safe' options where there is a reduced degree of risk. Good controls are expected to be in place where risk remains.
Reputational		2				
Environmental		2				
Service Delivery and Operational			3			The Combined Authority accepts a level of risk may remain in the delivery of services in pursuit of our corporate priorities. The chosen option must present a healthy level of reward in relation to the risk faced.
Transformational Change				4		This is an area in which the Combined Authority has an increased appetite for risk. More uncertainty can be tolerated in seeking opportunities for improvement, commercialisation or innovation.
Development and Regeneration				4		

Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high X5	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 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 (2017) • Reviewing WY+TF portfolio with Chief Highways Officers • Review of housing outputs underway with district partners
	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 -FR3	<p>There is a risk that the Combined Authority does not secure an enhanced devolution deal or secure extensions to current funding agreements, due to government policy and failure to secure local agreement.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Devolution discussions continuing as a key priority • Development of pipelines to be 'bid' ready • Development of devolution 'Asks'.
	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 there could be major disruption to the delivery of business critical and frontline services, due to the Cononavirus outbreak and changes in the national response to this.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Ongoing monitoring of latest developments and Government advice • Continued update of service-specific business recovery plans to ensure scenarios impacting on critical services are identified and planned for • Precautionary measures in place and staff communications continuing

		Probability	Impact	Mitigation summary	
High x6	CRR-FR1	There is a risk that key services will cease and the knowledge and expertise we have developed to deliver them will be lost, due to uncertainty surrounding the availability and timing of future funding streams.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Ongoing budget discussions with District partners • Ongoing devolution discussions with key stakeholders and Government, including the UK Shared Prosperity Fund • Regularly reviewing additional funding opportunities • Preparation of a submission to the 2020 Spending Review • Ongoing liaison with BEIS/DIT regarding continued funding
	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	Possible 3	Serious 4	<ul style="list-style-type: none"> • Close relationships with operators to obtain early warnings • Dialogue with DFT, TFN

	customers, due to the business failure, sale, or substantial change in bus/rail providers.			• Work commissioned and in progress to consider future bus options
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		RED	significantly off track and at risk of not being achieved
		AMBER	at risk of not being fully achieved, intervention measures in place
		GREEN	considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority Corporate Plan 2019/20: Results for Apr - Nov 2019			
Corporate Plan Commitment (We will)	Target	Apr - Nov/Dec 2019 results and RAG status	Notes
Corporate Plan Key Performance Indicators			
Invest in services and projects worth £398 million to benefit local people and the economy	£398,000,000	£138.8m	Combination of revenue and capital spend.
Support 3,000+ businesses	3000+	2236	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	£17.4m (Q1&2 Only)	This figure is reported quarterly only and represents Quarter 1&2. The current forecast for spend is below target and as such mitigating actions are currently being developed and put in place.
Enable 20 million passenger journeys per year	20,000,000		On track to deliver 15% of all social necessary journeys, which last year equated to 20 million passenger journeys
Support 18,000 disadvantaged students	18,000	11,937	On track
Complete projects to warm 750 homes and make them more energy efficient	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Boosting productivity			
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20		Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base and development of a scheme to help SMEs access professional and technical advice on Brexit impacts.
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3025 (1,035)	2236 (887)	On track: 2236 businesses and 887 of these are receiving intensive support.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	2	Three programmes in delivery focussed on business resilience, investment readiness and the creative & digital sector with three others in development focussed on resource efficiency, innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	132	Increased priority in response to Brexit opportunities. Additional opportunities to increase activity currently being explored
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		#Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region.
Attract global investors to the region creating 1,700 jobs	1,700	680	On track
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Progress on key development sites. Funding Agreement has been completed with the developer who is mobilising to start on site October 2019 for Gain Lane. An Outline Business Cases for Parry Lane was submitted on 4th Nov 2019 and an FBC+ was submitted for South Kirby by 4th Nov 2019. South Kirby to start on site in March 2020.
Enabling inclusive growth			
Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the Real Living Wage or above	75%	76%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20	On track	Draft Framework is being consulted upon with stakeholders. The Framework will provide an economic rationale for delivering more Inclusive Growth in Leeds City Region, in particular against the following four proposed outcomes of: Good Work, Transferable Skills, Connectivity and Wellbeing. The intention is to present the Framework to the LEP and Combined Authority in April
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	11,937	On track to achieve annual target
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	638 (339)	Businesses engaged in skills products are slightly below target. This is mainly due to the low level of demand for the AGE grant and significant flux in the apprenticeship landscape at a national level. A new Levy Transfer Service has been launched to support SME apprenticeships with outputs likely to be reported in the next financial year.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	4678	Targeting those areas where broadband infrastructure would not normally be provided on a commercial basis.
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4855 active passengers	Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services.
Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year	40,000	On track	Early indications show we are on track to achieve the targeted number of pupils and young people
Delivering 21st Century transport			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	£13.4m (Q1&2 Only)	This figure is reported quarterly only and represents Quarter 1&2.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed.
Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	Ongoing	Outline Business Case (OBC) for Elland has been approved. OBC for White Rose approved. OBC in development for LBA for Investment Committee and Combined Authority in February 2020. OBC for Thorpe Park delayed due to Trans-Pennine Route Upgrades. This has been flagged as Amber at a programme level.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	Ongoing	Work on these schemes currently in progress. Glasshoughton Southern Link Road is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year. East Leeds Orbital Road has completed Phase 1, phase 2 (design works) are at handover stage and the main contract for the phase 3 development is to be let imminently.
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility
Continue to develop our transport services by increasing digital payment options and information displays, to make services easier and more convenient for people to use	Ongoing throughout 2019/20	Ongoing	Delivery of Digital Strategy commenced with development of the MCard QR code ticketing app. User testing is scheduled for February 2020, with the launch of Phase 1 shortly after. When delivered, customers will be able to purchase MCard tickets via their smartphone and no longer require a plastic smartcard. 490 Real time screens are now installed in the Leeds district as part of the Leeds Public Transport Investment Programme (LPTIP). The Bus Information Strategy was approved by Transport Committee in November and a programme of improvements and changes is now in development.
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	£22.5m	YTD MCard sales (off bus) are £18.2m. Whilst still slightly behind last year, sales are improving and have been higher than 2018/19 for the last few months, however, a marketing campaign was delivered in December to promote the use of MCard over the festive period and a price change was introduced in January
Supporting clean growth			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7	6	6 schemes are either in delivery or have completed. 3 further schemes are in development and will move into delivery in 20/21, subject to business cases approval.
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	61	The team are currently involved in a proactive business engagement campaign to attract new members and are hopeful that the target will be met as a result
Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice	88	65	On track.
Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020	17 installations	17 charging points have been installed to date. 27 installations have commenced, 17 being open to the public. A number of issues with weather and concluding agreements has resulted in delays to delivery. An extension has been approved from Office for Low Emissions Vehicles (OLEV) to extend the programme to 31st July 2020.
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030	Ongoing throughout 2019/20		To achieve the target of reaching net zero carbon by 2038, with significant progress by 2030, it is estimated that 209 MtCO2 will need to have been saved. This is equivalent to halving carbon emissions every five years. Projects identified in the Leeds City Region Energy Strategy and Delivery Plan (ESDP) would, if implemented today and in full, save approximately 59 MtCO2, meaning that working with partners across the region to deliver ambitious projects in key sectors is critical. Steps in the current year are crucial to providing the evidence base and direction for this ambition. In particular, science-based targets were established in Q1, followed by extensive stakeholder engagement culminating in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July. Development of a corporate policy and action plan were progressed during Q2, and was endorsed by the CA in October.
Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy	10	-	REF2 application submitted & Clean Growth audit is now complete. Corporate Clean Growth Policy and Action Plan approved by the Combined Authority and LEP. The Energy Accelerator is working with 16 low carbon projects that will result in approx. 25000 tCO2 saved annually. An Emissions Reduction Pathways Study has commenced. 4 regional sector specific workshops were held in July. Launched the strengthened Net Zero Carbon City Region Target. Completed a carbon budget study for the City Region. Secured £100k from the Business Rates Pool for Tackling the Climate Emergency. Developing 4 collaborative projects with local authority partners. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire is on track to deliver energy efficiency improvements in over 1000 homes in 19/20

Draft LEP Annual Delivery Plan Content

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]

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 has 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.

Foreword by Roger Marsh OBE DL

[To be added]

A positive impact across Leeds City Region

The West Yorkshire Combined Authority and the Leeds City Region LEP secured the area's City Deal in 2012 and a £1 billion Growth Deal in July 2014.

This success 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 job
- set to create 20,600 jobs and add £2.1 billion a year to the economy by 203
- 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 adding an expected £1.4 billion to the economy by 2020 as a result of work over the past four years.

Working together we've already achieved a lot:

- Created an additional 2,000 park and ride spaces at 14 West Yorkshire rail stations bringing the total to around 7,000, encouraging rail use and reducing car journeys into our town and city centres.
- Delivered rail stations at Apperley Bridge, Kirkstall Forge and Low Moor, opened with almost £27 million of investment from the West Yorkshire Combined Authority, and which people used to make almost ¾ million journeys in 2018/19.
- Invested £60 million of investment in cycling and walking schemes across the region over the past five years. 67km of new and improved cycling and walking with more than 2.3 million trips made on the infrastructure to date.
- Invested £79 million in building eight new college facilities and refurbishing two further facilities, expected to deliver a £600m impact over the next five years.
- £20m invested in flood defences alongside £170m into schemes including Leeds City Centre and Mytholmroyd to safeguard up to 1,385 businesses and at least 11,100 jobs from the risk of flood. The Combined Authority is also investing £2.6 million in the Wyke Beck Flood Alleviation Scheme in East Leeds, £3.9 million in phase two of the Leeds Flood Alleviation Scheme and £1.7 million in natural flood management schemes in the Colne, Calder and Upper Aire catchment areas.
- £45 million from the Growth Deal into creating ten Enterprise Zone sites across the Leeds City Region deliver over 1.5 million square feet of new commercial space.
- £4 million into creating a district heat network in Leeds City Centre providing low cost, low carbon heating to almost 2,000 homes as well as a number of businesses.

Our performance and highlights 2019/20

[2019/20 impact and financial information to be added following end of year reconciliation]

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.

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
- 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.

Our plans for 2020/21

[please note some figures below may require further update]

Following the agreement with Government of a devolution deal for West Yorkshire, we will be working with our partners in the Combined Authority to secure more money and powers for our region. These measures are especially important as we work to support businesses and individuals in the economic recovery following Covid-19.

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 will complete investment of the £1 billion-plus Growth Deal into projects by March 2021 and ensure that our bids for Future Mobility Zones and the Transforming Cities Fund successfully transition into delivery. The LEP will also continue to meet government requirements.

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

Boosting Productivity

Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs

- Implement the Local Industrial Strategy & Strategic Economic Framework
- Support business to respond to the challenges & opportunities of Brexit
- Provide 80 businesses with intensive support to boost productivity/innovation capacity
- Help 350 businesses to increase overseas trade
- Attract 30 global investors to the region creating 1700 jobs
- Embed the Regional Digital Framework
- Complete delivery of the Skills Commission, maximising its influence and embedding it in the Leeds City Region

Enabling Inclusive Growth

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

- Deliver an Inclusive Growth Programme in line with the Strategic Framework
- Reach 250,000 people with targeted careers information in WY+ Transport Fund, LTP and Leeds Public Transport Investment Programme and commence delivery of a Transforming Cities Fund
- Establish a rail strategy, preparing for HS2 & Northern Powerhouse Rail & deliver on franchise commitments
- Engage 800 businesses with skills initiatives
- Continued delivery of [re]boot & the Employment Hub
- Connect 44,000 homes and businesses to superfast broadband
- Embed inclusive growth in all our policies

Tackling the Climate Emergency

Growing our economy while cutting emissions and caring for our environment

- Deliver 10 priority projects in the Energy Strategy and Delivery Plan
- Provide intensive clean growth support to 150 businesses through the Resource Efficiency Fund & the Travel Plan Network
- Support a further eight low carbon low energy projects through the Energy Accelerator
- Install 88 vehicle charging points
- Deliver schemes Reduce carbon from the Combined Authority's assets
- Establish a connectivity plan and pipeline, promoting active and decarbonised travel
- Build capacity in environmental economics to support the carbon appraisal of projects

Delivering 21st Century Transport

Creating efficient transport infrastructure that makes it easier to get to work, do business and connect with each other

- Increase bus patronage & customer satisfaction through the West Yorkshire Bus Alliance
- Implement an operating model for demand responsive transport services
- Enable c20 million socially necessary passenger journeys

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, 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.

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.

Our governance – 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 Deputy Chair, Investment Committee	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 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.

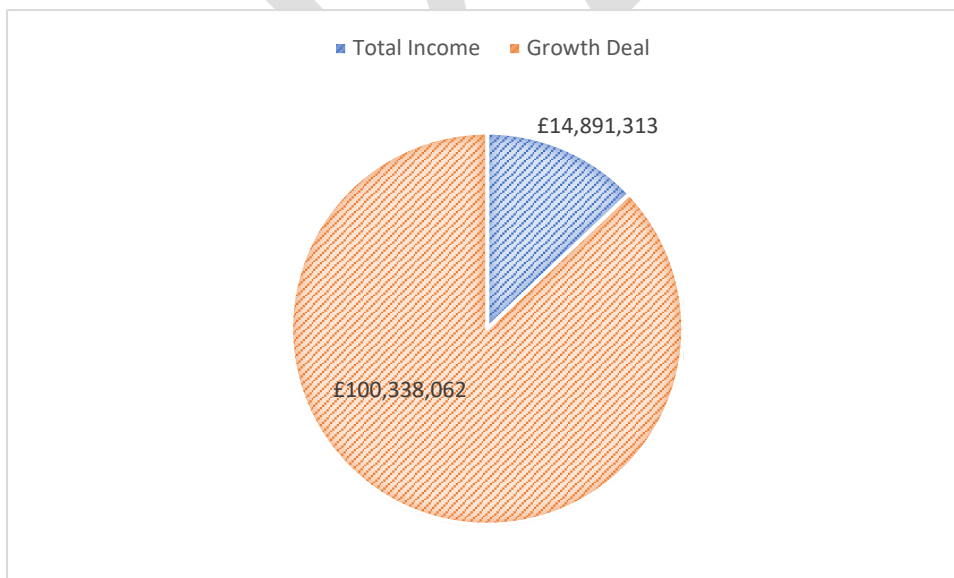
We have developed a Capital Investment Strategy and are also working on a Medium Term Financial Strategy which will identify how we will make savings from services in line with the reduced revenue funding available to our council partners. Like all public bodies, we face financial pressures and consistently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

[INSERT PIE CHARTS – BELOW ARE PROVISIONAL FIGURES]

Where our funding comes from in 2020/21

Total income: £115.2 million

Income	£14,891,313
Growth Deal	£100,338,062
Total	£115,229,375

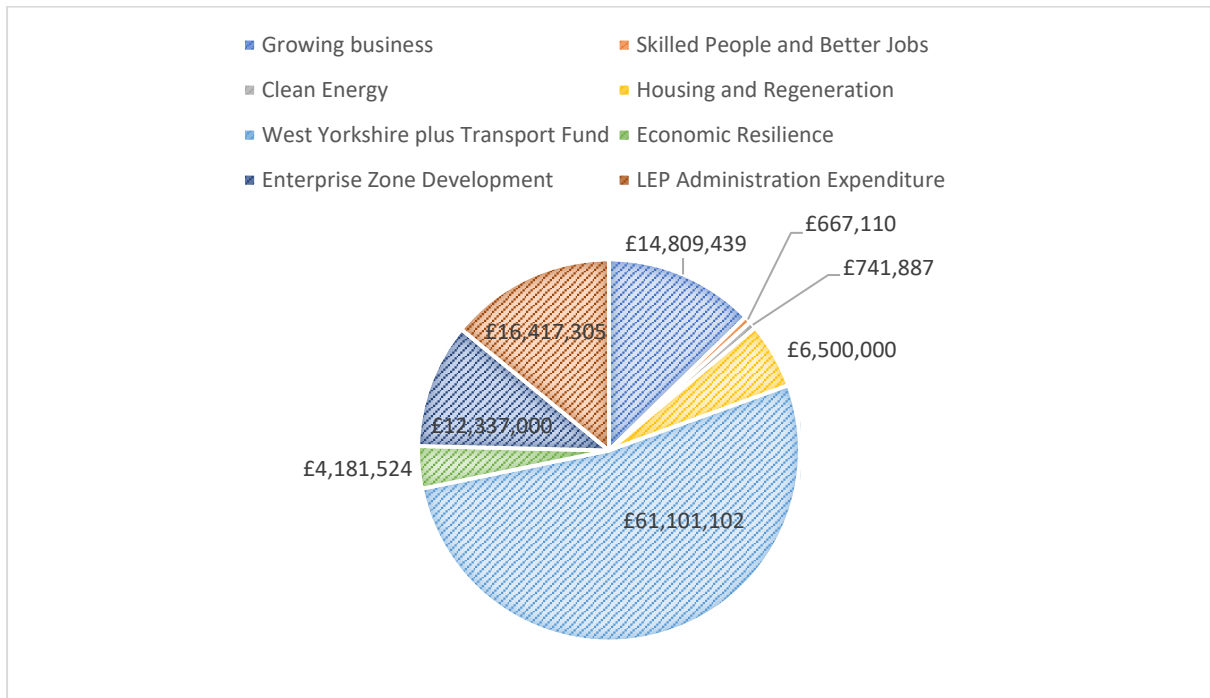


How we will spend our money in 2020/21

Total budget: £116.7 million

Growing business	£14,809,439
Skilled People and Better Jobs	£667,110

Clean Energy	£741,887
Housing and Regeneration	£6,500,000
West Yorkshire plus Transport Fund	£61,101,102
Economic Resilience	£4,181,524
Enterprise Zone Development	£12,337,000
LEP Administration Expenditure	£16,417,305
Total	£116,755,367



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]

[ENDS]

DRAFT