WITT GROUP BEGAN 82 YEARS AGO AND WE HAVE CONSTANTLY STRIVED TO DEVELOP AND CREATE AN INNOVATIVE PRODUCT.

THE LOAN WE HAVE RECEIVED FROM THE LEP HAS ALLOWED US TO MOVE TO A SITE THREE TIMES LARGER THAN OUR PREVIOUS PREMISES AND HANDLE BIGGER PRODUCTS, WHERE PREVIOUSLY WE DIDN’T HAVE CAPACITY. THIS, IN TURN, HAS ENABLED US TO LAUNCH AN ENHANCED APPRENTICESHIP SCHEME, HIRING TWO TO THREE APPRENTICES A YEAR; WE’RE GROWING OUR BUSINESS AND FURTHER CEMENTING OUR POSITION AS A MARKET LEADER IN INDUSTRIAL FAN DESIGN AND MANUFACTURING.

MARTIN BOOTH
MANAGING DIRECTOR
WITT GROUP
HALIFAX
OUR IMPACT SO FAR*

WITH COMPARETIVELY MODEST RESOURCES, OUR IMPACT OVER THE PAST FOUR YEARS INCLUDES:

£491 MILLION IN PRIVATE SECTOR INVESTMENT UNLOCKED FOR THE REGION

AND WE’VE BEEN ABLE TO HELP 4,300 BUSINESSES TO GROW

£1.4 BILLION IN ECONOMIC OUTPUT ADDED TO THE CITY REGION ECONOMY BY 2020

3,200 FULL-TIME EQUIVALENT (FTE) JOBS CREATED FOR LOCAL PEOPLE BY 2020

AN ADDITIONAL 2,300 WORK OPPORTUNITIES HAVE BEEN CREATED FOR YOUNG PEOPLE

AND WE’VE CREATED 2,000 APPRENTICESHIPS ACROSS THE CITY REGION

WE HAVE ALSO SECURED THE INVESTMENT TO DELIVER BY 2031:

£2.1 BILLION IN EXTRA ECONOMIC OUTPUT PER YEAR

20,600 ADDITIONAL JOBS

*PLEASE SEE PAGE 78 FOR DETAILS ON HOW WE’VE CALCULATED OUR IMPACT.
A JOB WELL BEGUN

Over the last four years we in Leeds City Region have set out on a journey towards extraordinary growth.

We have developed from a partnership of businesses and council leaders essentially founded on goodwill, to one that is making a real difference to the City Region economy and people’s lives. This demonstrates just how much we can achieve when the public and private sectors work together.

Together we have, so far, brought close to £3 billion of public and private sector investment into the region, supported businesses to create thousands of new jobs for local people and kick-started billions of pounds of development and infrastructure.

All of this has been achieved with comparatively modest resources – certainly compared to the regional development agencies that preceded local enterprise partnerships (LEPs).

Now – thanks to the £1 billion Growth Deal we secured in July 2014 and other public, private and European investment – we are entering a critical new phase, having secured the pounds and powers to deliver our vision for growth at a scale unprecedented in 10 years of City Region partnership working.

With the first Growth Deal projects now underway, now is the ideal time to look back and take stock of the impact we’ve had on the City Region economy during the first stage of our journey.

I’m exceptionally proud of all that we’ve achieved, however, for me this is not job done, but job well begun.

We and our partners have set ourselves an ambitious goal of delivering extraordinary, sustained growth that benefits everyone who lives and works in Leeds City Region, ultimately making the region a driver of northern and national prosperity. Our achievements so far give us a firm foundation upon which to build a bright and prosperous future for our residents and businesses. But this is a 20-year job, not a 20-minute job.

The challenges that have held back growth in the North of England over many years will not be fixed overnight, but I feel optimistic that the tools to create our own economic future are within our reach. The prospect of further devolution of powers from Whitehall to our City Region could give our local area much greater control over the investment decisions that will have the biggest impact on growth and job creation.

The Northern Powerhouse agenda, although still very much a work in progress, shows that Government now recognises that the North is not the problem but the solution to a strong and successful national economy.

The stories in this impact report make me immensely proud to be Chair of the Leeds City Region Enterprise Partnership (LEP). Now, as a region, we must work together to ensure the Leeds City Region reaches its enormous economic potential. Our combined efforts have the potential to change millions of people’s lives for the better and create a lasting legacy for our children and grandchildren. Now let’s get to work on creating a bright future for them.

ROGER MARSH OBE
CHAIR
LEEDS CITY REGION ENTERPRISE PARTNERSHIP
DECEMBER 2010
LEP established as one of the first local enterprise partnerships in the country, building on more than six years of economic collaboration between City Region local authorities.

APRIL 2012
Leeds City Region Enterprise Zone is established in Aire Valley, Leeds offering the potential to create up to 7,000 jobs when fully developed.

JUNE 2012
City Deal is agreed with government, providing £9 million to boost apprenticeships and work toward a NEET-free City Region, along with new powers on transport.

FEBRUARY 2012
£36 million government investment is secured to kick-start new development in the region.

FEBRUARY 2013
Our £26 million business capital grants scheme is launched for small and medium-sized businesses (SMEs) in the City Region.

MARCH 2013
Working with local councils, we bid successfully for over £21 million government funding to provide homes and businesses in Bradford, Calderdale, Leeds and Wakefield with superfast broadband.

MARCH 2014
We launch our Strategic Economic Plan for 2015-2021, following consultation with 600 businesses and partners across the region.

HRH The Duke of York launches our apprenticeship challenge to encourage 1,000 small businesses to take on an apprentice.

APRIL 2014
The West Yorkshire Combined Authority (Combined Authority) is established, providing an accountable governance structure for our work and paving the way for further devolved government powers and investment.

JULY 2014
We secure a £1 billion Growth Deal, the largest settlement of any LEP in the country, providing new investment for business growth, skills, resource efficiency, housing and regeneration. Unlike anywhere else in the country, our Growth Deal includes a £30 million a year transport settlement over 20 years to upgrade our local transport network.

NOVEMBER 2014
We launch the £340 million European Structural and Investment Funds settlement for Leeds City Region, providing significant additional investment to deliver growth against our strategic economic priorities.

Working with regional partners, we also support a successful bid for a Digital Catapult Centre Yorkshire to be located in Bradford.

JANUARY 2015
We secure an additional £56 million of Growth Deal funding towards housing, regeneration, new and improved college facilities, and support for business and enterprise.

FEBRUARY 2015
We secure £17.5 million Government funding to support small and medium-sized enterprises (SMEs) to invest in skills and training.

MARCH 2015
We also support the Combined Authority in agreeing a first-stage devolution deal with government providing new devolved funding for apprenticeships and business support.

We work with local councils to launch the £20 million Better Homes programme to help 12,000 households in the City Region become more energy efficient.

APRIL 2015
Our new international team is created to bring more UK and foreign direct investment (FDI) projects into the City Region and raise our profile nationally and internationally.

JULY 2015
Our LEP Growth Service is launched with the goal of helping 20,000 SMEs find the support and funding they need to grow over the next five years.

OCTOBER 2015
Leeds City Region is hailed as a European leader in tackling youth unemployment by the European Union’s URBACT programme.
LEEDS CITY REGION: ECONOMIC POWERHOUSE

Our combined city region geography, of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York reflects the way that businesses and our economy really operate.

By unlocking its full potential, our region can become an economic powerhouse in its own right, driving growth across the North of England for the benefit of the entire nation.

£60 billion in economic output
119,000 businesses
Population of 3 million
Largest UK financial centre outside London
Largest city region economy outside London
Bigger economically than 9 EU countries
Largest manufacturing centre in the UK
A resident workforce of 1.4 million

SECURING THE POUNDS AND POWERS TO DELIVER

IN MARCH 2014 WE LAUNCHED OUR STRATEGIC ECONOMIC PLAN WHICH LED US TO SECURE THE LARGEST GROWTH DEAL SETTLEMENT OF ANY LEP IN THE COUNTRY, PROVIDING OVER £1 BILLION OF GOVERNMENT INVESTMENT.

Our Growth Deal has given us the funds to start putting our ambition into action. Along with other public and private sector investment we’ve secured, it has enabled us to unlock close to £3 billion in investment in the City Region economy. This will create tens of thousands of new jobs and generate billions of pounds of additional growth.

OUR GROWTH DEAL INPUT: £1 BILLION GROWTH DEAL FUNDING SECURED

OUTPUT: BY 2031 THIS WILL DELIVER 20,600 ADDITIONAL JOBS AND £2.1 BILLION EXTRA ECONOMIC OUTPUT PER YEAR
In April 2014, through collaboration with our partner councils, we also established the structural powers to make our vision real as our City Region became one of only a handful of areas to establish a combined authority: the West Yorkshire Combined Authority. Working alongside the LEP, the Combined Authority helps to provide democratic accountability for our work, overseeing our investments, and delivering the transport and housing infrastructures that have truly transformative potential for our communities and economy.

In March 2015, the Combined Authority agreed a first-stage devolution deal to give our region greater influence over investment decisions on skills, transport, housing and support for small businesses.

"FOR TOO LONG OUR ECONOMY HAS BEEN TOO LONDON-FOCUSED AND TOO CENTRALISED. GROWTH DEALS WILL HELP CHANGE ALL THAT. THEY ARE ABOUT FIRING UP OUR GREAT TOWNS AND CITIES, BOOSTING LOCAL ECONOMIES AND DRIVING GROWTH ACROSS THE COUNTRY.

THIS HISTORIC DEAL MEANS REAL CHANGE WITH EXCITING PLANS FOR LEEDS AND THE REGION THAT INCLUDE INVESTMENT IN RAIL AND ROADS - REDUCING CONGESTION, EASING COMMUTES AND CONNECTING BUSINESSES. THIS DEAL WILL ALSO HELP BOOST SKILLS IN KEY SECTORS SUCH AS ENGINEERING AND MANUFACTURING AND SUPPORT GROWING BUSINESS."

PRIME MINISTER DAVID CAMERON
6 JULY 2014

"GAINING THE COUNTRY’S LARGEST GROWTH DEAL OUTSIDE LONDON AND THE £1 BILLION TRANSPORT FUND SHOWS THAT THE GOVERNMENT AGREES THAT WE HAVE THE AMBITION, THE STRUCTURE AND THE LOCAL EXPERTISE TO DELIVER TRANSFORMATIONAL ECONOMIC GROWTH, NEW JOBS, MORE HOUSES AND A BETTER TRANSPORT NETWORK."

CLLR PETER BOX
LEADER OF WAKEFIELD CITY COUNCIL AND CHAIR OF THE WEST YORKSHIRE COMBINED AUTHORITY
THE AMBITION WE SET OUT IN OUR STRATEGIC ECONOMIC PLAN IS A SIMPLE YET POWERFUL ONE. BY FOCUSING ON OUR FOUR PRIORITY AREAS OF:

- SUPPORTING GROWING BUSINESSES
- SKILLS AND JOBS
- RESOURCE EFFICIENCY
- INFRASTRUCTURE FOR GROWTH

we will unlock above-average, business-led growth that will transform our region from one that receives more government funding than it generates, to a powerhouse economy that doesn’t just pay its way but is a driving force for growth, regionally and nationally.

Over the following pages we outline the highlights of our impact from 2011 to date in each of these four pillars, showcasing the achievements that continue to take our ambition from strength to strength.

All of these were achieved before our £1 billion Growth Deal activity began in April 2015, demonstrating the difference we’ve made even with comparatively modest resources.
SUPPORTING GROWING BUSINESSES

MAKING IT EASIER FOR BUSINESSES IN LEEDS CITY REGION TO GROW IS THE CORE OF WHAT WE DO.

Our focus is two-fold: helping ambitious businesses within the region to reach their full growth potential, and attracting new investment into the region from national and international investors.

To date we’ve helped thousands of companies in our region invest, develop and expand to create thousands of new jobs.

119,000 BUSINESSES IN LEEDS CITY REGION¹

15% MORE BUSINESSES IN THE CITY REGION THAN IN 2011¹⁰

100,000 MORE PRIVATE SECTOR JOBS THAN 2011¹¹

FASTER BUSINESS GROWTH THAN UK AVERAGE¹²

¹ Figures from Leeds City Region Metro Authority
¹⁰ Figures from Leeds City Region Business Growth
¹¹ Figures from Office of National Statistics
¹² Figures from UK Government
SMALL BUSINESSES, BIG AMBITIONS

SMEs make up 99% of all the companies in our region and if those businesses don’t grow neither will our economy.

Supporting ambitious SMEs to expand and develop is the focus of our new LEP Growth Service. Our aim is to help 20,000 companies grow over the next five years by connecting them with the right support or funding, whether from the LEP or from our extensive network of public and private sector partners, to reach their full potential.

LEP GROWTH SERVICE – FIRST FOUR MONTHS:

300 SMEs given one-to-one support by our SME growth managers

660 SMEs supported through our dedicated helpline and web services

We spotted a gap in the market and were looking to diversify our product range. However, in order to fill this gap we needed some specialist machinery.

We successfully applied for support from the LEP to help renovate a former engineer store nearby. Thanks to the growth we’ve seen we’re already accelerating our plans to build a dedicated window and door showroom.

We’re delighted to secure the LEP grant, it has enabled us to offer a specialist service to meet our customers’ expectations.

Rebecca Bullock
Director
Timberworks
Skipton
UNLOCKING BUSINESS INVESTMENT

AT THE HEIGHT OF THE RECESSION, THE SCARCITY OF BANK LENDING PREVENTED MANY SMEs FROM GROWING AND TAKING ON NEW STAFF.

In response, we bid successfully for £26 million from the Government’s Regional Growth Fund, and secured further funding through our Growth Deal, to help SMEs in our region put their growth plans into action. As a result, SMEs across Leeds City Region have been able to fast-track investment in new equipment, machinery and processes to boost productivity and innovation, as well as create new employment and apprenticeship opportunities for local people.

1,660 JOBS (GROSS) CREATED FROM THE BUSINESSES WE HAVE SUPPORTED

£26 MILLION IN GRANTS COMMITTED SO FAR

£287 MILLION PRIVATE SECTOR INVESTMENT UNLOCKED

UP TO 3,400 JOBS (GROSS) TO BE CREATED BY BUSINESSES FURTHER DOWN THE LINE

98% OF BUSINESSES WOULD RECOMMEND THE PROGRAMME TO OTHERS
Big data is becoming big business in Leeds city region. So a £548,000 LEP grant has not only enabled our company to expand and build a new data centre – creating 30 new jobs – it has also helped bring forward investment in the region’s digital sector – the fastest growing outside London.

Leeds is the only UK city outside the capital with an independent internet exchange, so from our base in Hunslet we can establish direct data connections with Europe, the US and Asia. This means that if data systems in London fail, we can provide back-up to keep the country’s critical financial sector trading.

We’re already working with 35 of the FTSE 100 companies. Our plan now is to invest millions in the city region economy by constructing new data centres – creating yet more jobs and making this region the go-to place for business continuity technology.

Dr. Adam Beaumont
Managing Director
AQL Leeds
OVERSEAS CUSTOMERS ARE BECOMING INCREASINGLY INTERESTED IN OUR HARROGATE BRAND, THANKS TO ITS ‘BRITISHNESS’, SO WE WANTED TO EXPAND OUR INTERNATIONAL MARKETS. THANKS TO SUPPORT FROM THE LEP WE HAVE BEEN ABLE TO INVEST IN TECHNOLOGY THAT’S THE FIRST OF ITS KIND IN THE UK, OPENING A NEW £6 MILLION BOTTLING LINE IN A 23,000 SQ FT EXTENSION.

WE’VE BEEN ABLE TO CREATE SIX IMMEDIATE JOBS THAT WILL GROW TO 28 POSITIONS ACROSS THE BUSINESS IN PRODUCTION, SALES, MARKETING AND ACCOUNTS.

FOR A BUSINESS LIKE OURS WHICH IS GROWING RAPIDLY, IT’S THE RIGHT KIND OF FUNDING THAT CAN HELP US REACH THE NEXT STAGE IN OUR EXPANSION PLANS. THE LEP WERE THERE WHEN WE NEEDED THEM.

STEVE BURNETT
FINANCIAL DIRECTOR
HARROGATE WATER BRANDS
HARROGATE
BOOSTING INTERNATIONAL TRADE

IN 2015 OUR BUSINESS SURVEY SHOWED THAT THE NUMBER OF BUSINESSES EXPORTING IN THE CITY REGION HAS INCREASED BY 3% SINCE 2011, DEMONSTRATING INCREASING APPETITE TO TRADE INTERNATIONALLY AMONG LOCAL BUSINESSES.

Working closely with our partners, including UK Trade & Investment (UKTI) and the region’s Chambers of Commerce, we’ve helped SMEs take advantage of the enormous growth potential in overseas markets. Our export network events programme has helped over 300 companies take the first steps towards doing business overseas by connecting them with first-hand, practical information from experienced Export Ambassadors – business people trading successfully in markets around the globe, covering all industry sectors and parts of the City Region.

SUPERFAST BUSINESS GROWTH

SINCE 2013, WE’VE WORKED WITH LOCAL AUTHORITY PARTNERS TO DELIVER A MAJOR BROADBAND INFRASTRUCTURE AND BUSINESS SUPPORT PROGRAMME, SUPERFAST WEST YORKSHIRE, TO IMPROVE BOTH ACCESS TO AND TAKE-UP OF SUPERFAST BROADBAND ACROSS WEST YORKSHIRE.

Since the roll-out began we have made faster broadband available to almost 65,000 homes and businesses, exceeding targets for the first phase. A second phase of the project has recently been agreed, which will enable a further 28,000 premises to experience an improved service by the end of 2018.

Through our programme of digital business support we have also enabled over 400 SMEs to benefit from workshops and intensive masterclasses on social media marketing and digital skills.

CASE STUDY

SALTAIRE BREWERY

WE’D EXPERIENCED RAPID GROWTH SINCE STARTING UP IN 2004, BUT THE FINANCIAL CLIMATE AFTER THE RECESSION MADE IT DIFFICULT TO SECURE ALL OF THE COMMERCIAL INVESTMENT WE NEEDED TO PUT OUR AMBITIOUS PLANS FOR GROWTH INTO ACTION.

FUNDING SUPPORT FROM THE LEP HELPED US BRIDGE THE GAP AND ENABLED US TO INVEST IN NEW EQUIPMENT THAT HAS INCREASED OUR PRODUCTION FROM 6,240 CASKS PER QUARTER TO 7,520, AND OUR ANNUAL TURNOVER FROM £1.6 MILLION TO ALMOST £2 MILLION – AN INCREASE OF £90,000.

THE SUPPORT WILL HELP US IN THE LONG TERM TOO: OVER THE NEXT FEW YEARS WE WILL INCREASE BREWING CAPACITY BY AROUND 50% AND WE’VE ALREADY BEEN ABLE TO REACH NEW INTERNATIONAL MARKETS. SO FAR OUR EXPORTS HAVE RISEN FROM 2.3% OF PRODUCTION TO 10%. ALL OF THIS GROWTH MEANS THAT WE HAVE BEEN ABLE TO IMMEDIATELY RECRUIT THREE NEW EMPLOYEES AND IMPROVE FACILITIES FOR OUR 15 EXISTING STAFF MEMBERS.

TONY GARTLAND
MANAGING DIRECTOR
SALTAIRE BREWERY
BRADFORD
AN INVESTMENT-READY CITY REGION

GOVERNMENT CONFIDENCE IN OUR REGION IS MATCHED BY PRIVATE SECTOR CONFIDENCE; THIS YEAR, OUR PIPELINE OF DEVELOPMENT INVESTMENT TOPPED £5 BILLION.

ATTRACTING NEW BUSINESS INVESTMENT

Hot on the heels of Trinity Leeds, our City Region now has more retail development, either recently delivered or underway, than anywhere else in Europe. Our current portfolio of retail development includes the Hammerson investment at Victoria Gate, Leeds, York Central, and The Broadway by Westfield, which has brought big new brands to Bradford city centre.

The Leeds City Region Enterprise Zone is now regarded among the top end-user development opportunities in Britain. This is demonstrated through the recent investment by the John Lewis Partnership and millions of pounds worth of speculative building by developers.

In August 2015 the City Region also became home to the largest deal ever brokered through UKTI’s Regeneration Investment Organisation (RIO), when a joint venture between Scarborough Group International and Legal & General (L&G) Capital was agreed. The 270-acre mixed-use commercial and retail site at Thorpe Park in Leeds will create 13,000 jobs and open up the construction of 7,000 new homes.

Meanwhile, Leeds’ South Bank site is the largest urban regeneration project in Western Europe.

This year will see the completion of KPMG’s new 61,000 sq ft Innovation and Solutions centre, creating over 200 new jobs in the region, whilst Hitachi Capital and Sky have also announced expansions of their existing bases in the region. The new facility for Sky’s technology team will bring over 400 jobs for local people.
RAISING THE CITY REGION’S PROFILE

We have also substantially raised the profile of the region as a location for foreign investment: last year EY reported that our share of UKTI foreign direct investment (FDI) projects rose by 145% from 2013 and our 2015/16 rankings with UKTI currently place us as the primary region outside London for attracting inward investment.

Since 2013 our presence at MIPIM UK and MIPIM has allowed us to reach, through media coverage, social media, events and networking, over 5.5 million people with messages about the region, our strengths, quality of life and investment projects.

Over the last 12 months, we have attracted a significant number of international delegations with interest in relocating, expanding and investing here, including parties from America, Estonia, the Netherlands and Scandinavia, Malaysia and China.

Proactive marketing campaigns have continued to raise the profile of the region nationally and internationally. In August 2015 we secured £500,000 of complimentary media space at Heathrow Airport to share our business messages with international travellers and to promote the British Airways route to Leeds Bradford airport. Also in August 2015, we secured funding from 10 Downing Street’s GREAT Britain campaign to improve perceptions of the region in two important overseas markets, India and China.

CASE STUDY

SANEF

WE OPENED OUR FIRST UK CLIENT SERVICE CENTRE IN LEEDS CITY REGION DUE TO THE WELL-SKILLED AND TECHNOLOGICALLY CAPABLE WORKFORCE BASED HERE. THANKS TO THE SUPPORT OF THE LEP WE HAVE BEEN ABLE TO ACQUIRE A PRESTIGIOUS, NEW £1 MILLION STATE-OF-THE-ART CUSTOMER SUPPORT CENTRE, CREATING 350 SKILLED JOBS AND OPENING UP EMPLOYMENT OPPORTUNITIES FOR A SPECIALIST GROUP OF CUSTOMER SERVICING STAFF.

TIME WAS OF THE ESSENCE DUE TO PRESSING DEADLINES AND OUR CRITICAL POSITION WITHIN THE UK ROAD NETWORK. ROAD USERS FROM ACROSS THE UK RELY ON BEING ABLE TO PASS EFFORTLESSLY THROUGH THE DARTFORD TUNNEL, SO TO GET THIS OPENING UP AND RUNNING WE NEEDED EXPERT, ACCURATE INFORMATION AND QUICK AND DIRECT ACCESS TO THE PEOPLE AND RESOURCES TO MAKE EVERYTHING HAPPEN.

[LEEDS CITY REGION ENTERPRISE PARTNERSHIP] CUT OUT A LOT OF BACKGROUND RESEARCH, STREAMLINING OUR DUE DILIGENCE AND SITE SURVEYS AS WELL AS BROKERING RELATIONSHIPS WITH THE RIGHT RECRUITERS.

CHARLES HEWSON
CEO SANEF
LEEDS
SKILLS AND JOBS

LEEDS CITY REGION HAS A LARGE AND FAST GROWING WORKFORCE, HOWEVER, OUR REGION IS NOT WITHOUT ITS SKILLS CHALLENGES, INCLUDING LOWER THAN AVERAGE PRODUCTIVITY AND WAGES.

We work with our partners to ensure the region’s workforce is equipped with the skills to meet the current and future needs of businesses in our key industry sectors.

MORE PEOPLE MOVED INTO WORK IN LEEDS CITY REGION THAN ANY LEP AREA OUTSIDE LONDON

YOUTH UNEMPLOYMENT HERE HAS FALLEN FASTER THAN THE UK AVERAGE
SKILLS FOR BUSINESS GROWTH

In February 2015 we launched our new Skills Service, helping local businesses find the right training for their employees and providing up to 50% funding to deliver it.

The £17.5 million funding for the skills service was secured through a successful bid to the Government’s Employer Ownership Pilot, led by LEP Board member, Mark Ridgway. So far almost 300 companies have secured funding to equip their employees with the skills they need for future growth and development.

“Thanks to funding through the LEP Skills Service we were able to invest in training to implement a wider range of marketing, leadership and IT skills and techniques, ultimately building greater customer relationships, driving new business and increasing effectiveness of our communications and our business overall. By investing in our staff we are confident that the business will strengthen and we will be able to grow and become more profitable.”

Andrew Cartledge
Commercial Manager
Barwick Bathroom Distribution LLP
Bradford

2,800 Businesses supported with skills and apprenticeship advice
4,700 People supported into work or training
100 Business leaders have become enterprise advisers to promote enterprise in schools
1/3 Secondary schools engaged
2,000 Apprenticeships created

34

35
Airedale Springs was established in 1945 by my grandfather. We are a traditional, family-owned business servicing a range of national and international clients such as Bentley, Thorne Lighting and Brompton Bicycles. We make over 4,500 different kinds of spring in our factory, some are hand-crafted, others are made using highly specialised equipment.

We were referred to the LEP by Bradford Council after we foresaw a need for new capital equipment over the next few years. With help from the LEP we were able to purchase our first new equipment since a fire destroyed our old premises in 2010. And, as a result, we have been able to hire five new apprentices in 12 months. We’re growing and passing on specialised skills to the next generation of Leeds City Region manufacturers.

Tim Parkinson
Chairman
Airedale Springs
Bradford
GROWING THE NEXT GENERATION OF TALENT

In 2012 we secured £4.6 million in government funding through our City Deal to help more SMEs take on an apprentice, as well as create more employment opportunities for local young people.

Our continuing apprenticeship programme has already reached two major milestones: so far, over 2,500 SMEs in the City Region have been supported by our local apprenticeship hubs, and over 2,000 young people have started their apprenticeships.

In March 2015 we went even further to create opportunities for the region’s young people by helping to secure £2.3 million in devolved government funding to provide additional financial incentives to employers in our key sectors to take on apprentices.

“AN APPRENTICESHIP IS THE START OF THE BEGINNING OF A CAREER. I HOPE THAT THE LEEDS CITY REGION CHALLENGE CAN BE FULFILLED AND THAT THE MOMENTUM THAT HAS ALREADY STARTED WILL CONTINUE.”

HRH THE DUKE OF YORK KG MARCH 2014

“CHOOSING AN APPRENTICESHIP IS THE BEST DECISION I’VE EVER MADE. YOU GET SUCH VALUABLE EXPERIENCE, WHICH IS WORTH SO MUCH. I WAS SO THRILLED TO BE OFFERED A JOB AFTERWARDS, IN WHAT IS A VERY COMPETITIVE SECTOR, TO CONTINUE DEVELOPING MY SKILLS. I’VE LEARNT SO MUCH. I’VE GOT A STRONG FOUNDATION BASED ON COMMUNICATION AND ORGANISATIONAL SKILLS THAT HAVE ENABLED ME TO MAKE MY NEXT CAREER MOVE. I REALLY ENJOY THE RESPONSIBILITY AND TRUST THAT HAS BEEN GIVEN TO ME.

IT’S GIVEN ME SOME FINANCIAL INDEPENDENCE, ENABLING ME TO GO ON HOLIDAY. I’M KEEN TO STAY WITHIN THE THEATRE WORLD. I’D DEFINITELY RECOMMEND AN APPRENTICESHIP. IT’S SUCH A STEREOTYPE ASSUMING THAT EVERYONE WANTS TO GO TO UNIVERSITY. ONCE YOU’VE COMPLETED YOUR APPRENTICESHIP TRAINING, YOU CAN EARN MORE.”

AMBER RENNISON APPRENTICE YORK THEATRE ROYAL YORK

LEEDS CITY REGION EMPLOYERS ARE AMONG THE TOP IN THE UK FOR OFFERING APPRENTICESHIPS

YORK THEATRE ROYAL
WE ARE STILL RELATIVELY YOUNG AS A BUSINESS AND AFFORDING NEW STAFF CAN BE PROBLEMATIC WHEN YOU’RE TRYING TO GROW. GOING DOWN THE APPRENTICESHIP ROUTE HAS GIVEN US TALENTED YOUNG STAFF WITH POTENTIAL AT AN AFFORDABLE RATE.

YOUNG PEOPLE HAVE SUCH A FANTASTIC GRASP OF INFORMATION TECHNOLOGY AND LOTS OF INNOVATIVE IDEAS, WHICH MEANS THAT EVEN THOUGH YOU HAVE TO INVEST A BIT MORE TIME ON TRAINING THAN YOU WOULD WITH AN EXPERIENCED STAFF MEMBER, CURTIS AND DALE CAME IN WITH NO PRECONCEPTIONS SO THEY’VE BROUGHT FRESH IDEAS; IT’S WORKED IN OUR FAVOUR.

I’VE BEEN IMPRESSED WITH HOW QUICKLY THE APPRENTICES HAVE PICKED EVERYTHING UP AND ADAPTED TO OUR BUSINESS. THEY HAVE REALLY TAKEN OWNERSHIP OF THEIR AREAS OF WORK. WE ALREADY HAVE A THIRD APPRENTICE COMING ON AND IT’S A MODEL WE WILL LOOK TO FOR FUTURE GROWTH.

MELANIE OLDHAM
MANAGING DIRECTOR
BOB’S BUSINESS
BARNSLY
A NEET-FREE CITY REGION

YOUTH UNEMPLOYMENT IN OUR CITY REGION HAS FALLEN FASTER THAN THE UK AVERAGE, TAKING US TOWARDS OUR 2012 CITY DEAL PLEDGE OF A ‘NEET-FREE CITY REGION’.

So far, our employment programmes have helped 5,750 young people take steps towards working. 60% of young people involved in our Devolved Youth Contract programme have progressed into sustained (over 6 months) education, employment or training.

This programme is proof that targeted, local support delivers better outcomes than one-size-fits-all national schemes. More than 80% of young people on our local programme have gone from “NEET to EET” compared with 65% for the equivalent national scheme. Meanwhile, our Headstart programme has helped 138 young people move closer to the workplace through sustained supported work placements.

“OUR DEVOLVED YOUTH CONTRACT [...] HAS PLAYED AN IMPORTANT ROLE IN REDUCING YOUTH UNEMPLOYMENT IN OUR CITY REGION AT A MUCH FASTER RATE THAN THE NATIONAL AVERAGE.”

CLLR JUDITH BLAKE
LEADER
LEEDS CITY COUNCIL
In 2014, the LEP was chosen by Government to pilot a new Enterprise Adviser Programme in Leeds City Region to strengthen links between business and education and help young people develop the skills employers need.

As a result of our pilot programme — one of only five such schemes in the country — we’ve recruited and trained over 100 experienced business people as Enterprise Advisers, who have been matched with schools and helped to create over 50 action plans for employer engagement and deliver high-quality, employer-led activities to inspire over 3,500 pupils across the Leeds City Region.

“It has really opened my eyes to the challenges schools face in terms of fulfilling the goal of ‘enterprise for all’ across year groups and student ability.

I get personal gratification from feeling I have made a difference to their education, experience and choices they may make in the future. I am more committed now than ever to opening the doors of our business to young people, who have a completely different view on the world. As a retailer, these are our consumers and employees of the future - we must engage with their views, ideas and opinions. We are a business that serves the local community and I feel there may be potential employees among the students I have worked with.”

Cheryl Garthwaite
Director
Blacker Hall Farm Shop and LEP Enterprise Adviser
Wakefield
DELIVERING WORLD-CLASS COLLEGE FACILITIES

THERE ARE 14 FURTHER EDUCATION (FE) COLLEGES IN LEEDS CITY REGION SERVING A STUDENT POPULATION OF 213,000.

Ensuring these students have access to the best possible learning facilities is crucial to supporting their skills development and employment prospects.

We secured £79 million through our Growth Deal to invest in upgraded college premises and create world-class learning environments in the City Region. In February, we announced that four colleges would share in the first £17 million of funding allocated: Kirklees College, Calderdale College, Shipley College, and Leeds City College.

In November 2015 a further four funding awards were approved for Bradford College, Shipley College, Selby College and Wakefield College.

A £3.1 MILLION INVESTMENT THROUGH OUR GROWTH DEAL HAS KICK-STARTED CONSTRUCTION OF A STATE OF THE ART MANUFACTURING TRAINING FACILITY IN HUDDERSFIELD.


CASE STUDY

NATIONAL PROCESS ENGINEERING CENTRE
HUDDERSFIELD

A £3.1 MILLION INVESTMENT THROUGH OUR GROWTH DEAL HAS KICK-STARTED CONSTRUCTION OF A STATE OF THE ART MANUFACTURING TRAINING FACILITY IN HUDDERSFIELD.

LEEDS CITY REGION IS A MAJOR GENERATOR OF ENERGY FOR THE UK. COMPANIES HERE PLAY A KEY ROLE IN THE SUPPLY CHAIN FOR NEW, INNOVATIVE FORMS OF ENERGY AND RESOURCE USE, SUPPORTING THE GLOBAL TRANSITION TO A LOW CARBON ECONOMY.

Building on these assets to unlock sustainable growth is a core element of our strategic economic plan.

500 PROPERTIES HELPED TO BECOME MORE ENERGY EFFICIENT BETWEEN 2010 AND 2013

5.7% TOTAL REDUCTION IN CARBON EMISSIONS IN LEEDS CITY REGION BETWEEN 2010 AND 2013

116,000 HOMES IN THE CITY REGION COULD BE POWERED BY THE LOW CARBON ELECTRICITY THAT WE HAVE IDENTIFIED.
WITH THE HELP OF A GRANT FROM THE LEP WE INVESTED IN MEASURES TO HELP US SAVE ELECTRICITY THROUGH GREEN ENERGY. WE PURCHASED A WIND TURBINE AND INSTALLED LED LIGHTING THROUGHOUT OUR COLD STORE TO REDUCE HEAT AND ELECTRICITY WASTAGE. THE GRANT HAS ALLOWED A VITAL INVESTMENT TO TAKE PLACE TO REDUCE COSTS AND INCREASE OUTPUT.

THE COST REDUCTIONS WE’VE MADE THROUGH OUR INVESTMENT HAVE HELPED US TO INCREASE OUR WORKFORCE BY 38 NEW EMPLOYEES, INCREASE OUR CLIENT BASE AND FOCUS ON PRODUCT DEVELOPMENT TO GROW THE BUSINESS FURTHER.

WE HAVE FUTURE PLANS TO FURTHER REDUCE THE ELECTRICITY THE BUSINESS USES, WITH THE INTRODUCTION OF SOLAR PANELS THROUGHOUT THE SITE AND FAST DOORS WITH AIR CURTAINS INSTALLED IN OUR COLD STORES.

MALCOLM DUFTON
DIRECTOR
J. MARR
WAKEFIELD
REDUCING RESOURCE COSTS FOR OUR BUSINESSES

ENERGY COSTS CAN BE A BARRIER TO GROWTH AND INVESTMENT FOR BUSINESSES, PARTICULARLY THOSE IN MANUFACTURING.

In 2014 we secured £1.2 million through our Growth Deal for a resource efficiency programme, to be launched in 2016, to help remove the barriers that are currently preventing SMEs from investing in cost-effective resource efficiency measures. The new fund will support businesses to save money, improve their environmental credentials and become more resilient to future resource price increases, taking us closer to our ambition of becoming a leaner, more efficient City Region economy.

DEVELOPING INNOVATIVE LOCAL ENERGY INFRASTRUCTURE

AFTER SIGNIFICANT RESEARCH AND CONSULTATION WITH THE PUBLIC AND PRIVATE SECTORS WE HAVE ALSO IDENTIFIED AND DEVELOPED EIGHT POTENTIAL DISTRICT HEAT NETWORKS AT KEY STRATEGIC LOCATIONS ACROSS THE CITY REGION.

Once fully developed, these projects will enable us to deliver low cost energy for local businesses and residents, generating an estimated reduction in carbon emissions of 80,000 tonnes per year.

In spring 2014 we also secured further funding, equating to £201,000, for our District Heat Programme, an initiative launched to provide cheaper, cleaner, local heat. This programme could contribute to meeting the heat demands of 5% of the City Region, the equivalent of 75,000 houses. It will also help decrease the cost of purchasing heat, alleviate fuel poverty and decrease CO2 emissions, as well as creating skilled jobs, apprenticeships and a range of up-skilling opportunities.

We are working with the Heat Networks Delivery Unit in central government to develop viable district heat networks, as well as the Danish Energy Agency and Danish Board of District Heating, to share best practice and overcome barriers to district heat deployment.

CASE STUDY

LEEDS CITY CENTRE AND AIRE VALLEY DISTRICT HEAT NETWORK

WE HAVE IDENTIFIED A NETWORK CENTRED ON LEEDS CITY CENTRE AND THE ADJACENT AIRE VALLEY. IF ACHIEVED IN FULL, OVER 50 KM OF NETWORK WILL BE INSTALLED, SAVING APPROXIMATELY 50,000 TONNES OF CO2 A YEAR. THE CATALYST FOR THIS DEVELOPMENT IS THE CONSTRUCTION OF A RECYCLING AND ENERGY RECOVERY FACILITY (RERF) LOCATED IN AIRE VALLEY WHICH, WHEN CONNECTED WITH THE CITY CENTRE, WILL FORM THE SPINE OF THE NETWORK. THIS SPINE HAS THE POTENTIAL TO CONNECT 34 MULTI-STORIY TOWER BLOCKS TO A DISTRICT HEAT NETWORK, REPLACING THE CURRENT, INEFFICIENT ELECTRIC HEATING SYSTEMS AND HELPING TO HELP OUR RESIDENTS OUT OF FUEL POVERTY.
TACKLING FUEL POVERTY

AROUND 1 IN 9 LEEDS CITY REGION RESIDENTS CURRENTLY LIVE IN FUEL POVERTY.

Reducing energy bills for local residents is a key priority for the LEP and the Combined Authority, and in January 2015 we launched our £21 million Better Homes programme to tackle fuel poverty by helping residents improve their energy efficiency. 500 households have already signed up to the scheme with 85% of the value of works being completed by Leeds City Region companies.

“THE HOUSE LOOKS LIKE A NEW BUILD NOW. THERE ARE MANY BENEFITS FOR THE TENANT – CHEAPER BILLS AND A MORE COMFORTABLE LIVING ENVIRONMENT. HAVING THIS WORK DONE ALSO HELPS TO CREATE A BETTER BOND BETWEEN THE LANDLORD AND THE TENANT, AND IT ALSO ADDS VALUE TO THE PROPERTY. INSIDE AND OUT, IT LOOKS FABULOUS.”

DAVID ROLLINSON
LANDLORD
BETTER HOMES BARNSLY SHOW HOME
INVESTING IN LOCAL HOMES AND BUSINESSES IS THE KEY TO UNLOCKING THE FULL POTENTIAL OF OUR CITY REGION AND THE BETTER HOMES PROGRAMME ENABLES THE PUBLIC AND PRIVATE SECTORS TO WORK TOGETHER TO ACHIEVE THIS GOAL.

ALONGSIDE ENERGY SAVING MEASURES, WHICH IMPORTANTLY WILL HELP PEOPLE REDUCE THEIR ENERGY BILLS AND REDUCE DOMESTIC CARBON EMISSIONS, THE PROGRAMME OPENS UP NEW OPPORTUNITIES FOR SMALL BUSINESSES TO BECOME PART OF THE SUPPLY CHAIN, CREATING NEW JOBS AND APPRENTICESHIPS AND FURTHER GROWTH FOR THE REGION.

PAUL HAMER
CHIEF EXECUTIVE OFFICER
WYG
CHAIR OF THE LEP’S GREEN ECONOMY PANEL
WE’RE WORKING WITH OUR PARTNERS TO BUILD THE 21ST CENTURY TRANSPORT, HOUSING AND DIGITAL INFRASTRUCTURE THAT OUR CITY REGION NEEDS TO UNLEASH ITS FULL GROWTH POTENTIAL. BY DOING SO, WE WILL ATTRACT NEW INVESTMENT, CREATE THOUSANDS OF JOBS AND ENABLE BUSINESSES TO GROW MORE QUICKLY.

We work closely with the Combined Authority, the body responsible for delivering large-scale infrastructure projects in Leeds City Region, and other local partners to ensure our region has the right transport, housing and environment to meet the needs of businesses, our economy and our ambitions.

£1.4 BILLION TRANSPORT FUND CREATED TO INVEST IN TRANSPORT IMPROVEMENTS ACROSS WEST YORKSHIRE AND YORK

65,000 PREMISES HAVE RECEIVED HIGH-SPEED BROADBAND

£202 MILLION UNLOCKED IN INVESTMENT THROUGH LEP LOANS

£219 MILLION OF DEVELOPMENT UNLOCKED IN THE LEEDS CITY REGION ENTERPRISE ZONE

UP TO 7,000 JOBS TO BE CREATED IN THE ENTERPRISE ZONE
THE TRANSPORT FOR GROWTH

DELIVERING A 21ST CENTURY TRANSPORT NETWORK IS THE BEDROCK OF OUR PLAN FOR GROWTH.

Unlike anywhere else in the country, our Growth Deal includes £600 million devolved government funding to create an overall £1 billion transport fund, along with unprecedented powers to direct investment towards those transport schemes that will have the biggest impact on growth and prepare our region for high-speed rail.

Over the next 20 years this investment is expected to unlock over 20,000 jobs, 10,500 new homes and an additional £2.45 billion a year to the region’s economy.

The first of our transport projects got underway in summer 2015: the £33 million Wakefield Eastern Relief Road scheme, which will open up land for new homes and create access to jobs through improved links to the wider City Region transport network.

“THIS VITAL PROGRAMME OF TRANSPORT DEVELOPMENT FOCUSES ON DELIVERING BENEFITS WHICH TRANSCEND DISTRICT BOUNDARIES.

THIS WILL IMPROVE BUSINESS TO BUSINESS AND EMPLOYEE TO BUSINESS LINKS, UNLOCK AREAS FOR POTENTIAL COMMERCIAL AND HOUSING DEVELOPMENT, AND GIVE COMPANIES AND INDIVIDUALS BETTER ACCESS TO THE STRATEGIC NATIONAL TRANSPORT NETWORK.”

CLLR PETER BOX
LEADER OF WAKEFIELD COUNCIL
AND CHAIR OF THE WEST YORKSHIRE COMBINED AUTHORITY
KICK-STARTING HOUSING AND DEVELOPMENT

TO DATE, OUR £36 MILLION LOAN FUND HAS KICK-STARTED 12 STALLED DEVELOPMENT PROJECTS ACROSS THE CITY REGION, OFFERING THE POTENTIAL TO CREATE UP TO 5,000 JOBS, BUILD OVER 2.5 MILLION SQ FT OF NEW COMMERCIAL SPACE AND 2,770 NEW HOMES ACROSS THE CITY REGION. THE FIRST LOANS ARE ALREADY BEING REPAYED, HELPING US CREATE AN ONGOING REVENUE STREAM TO INVEST IN OTHER PROJECTS THAT WILL SUPPORT GROWTH AND JOBS.

Projects that have progressed as a result of our support include the regeneration of the Prince of Wales Colliery site to create a new housing and commercial development in Wakefield, and New Bolton Woods, a £150 million urban village and regeneration site in Bradford.

We invest in a diverse portfolio of projects, such as Unity Works in Wakefield, which has brought a neglected heritage building back into public use; the Witt Group in Calderdale, allowing the manufacturing firm to move to larger premises, expand their workforce and increase production; and housing and office development at Garnetts Wharf, helping to create new homes on a redundant mill site in Otley.

I ALWAYS REMEMBER COMING INTO WAKEFIELD ON THE BUS WITH MY MUM AND I CAN REMEMBER THE BUILDING BEING VERY DERELICT. TO SEE SOMEONE TAKE HOLD OF IT, AND IT CHANGE THE FACE AND CORNER OF WESTGATE, HAS BEEN AMAZING AND I’M SO PROUD TO BE PART OF IT.

THE LEP HAVE BEEN SO INFLUENTIAL AND THEIR SUPPORT HAS BEEN SO PHENOMENAL TO US. WE HAVE AN APPRENTICE ON BOARD THAT WE WOULDN’T HAVE HAD AND WE’VE PUT EMPLOYMENT BACK INTO THE REGION. WE WOULDN’T BE HERE IF IT WASN’T FOR THEM.

CATHERINE YAFFE
SALES MANAGER
UNITY WORKS
WAKEFIELD
LEEDS CITY REGION ENTERPRISE ZONE

2015 HAS SEEN THE PACE OF DEVELOPMENT IN OUR ENTERPRISE ZONE ACCELERATE DRAMATICALLY.

A £7.5 million groundwork scheme has unlocked the largest zone site, Temple Green; a speculative build by Wilton Developments at the Thornes Farm site has been let by Fed Ex; and we have signed a number of occupiers, including the John Lewis Partnership.

Once fully developed, the Enterprise Zone is expected to add £1 billion to the City Region economy and has the potential to create up to 7,000 jobs.

We have helped bring forward key projects in the Enterprise Zone by providing loan and grant funding for developers and potential end users, unlocking millions of pounds of private sector investment.

We have directly supported six firms to locate in the Zone so far, following an overall £4.8 million LEP investment, that is expected to create hundreds of new jobs.

REGENERATING OUR URBAN CENTRES

OUR GROWTH DEAL-FUNDED PROGRAMME OF URBAN REGENERATION GOT UNDERWAY IN 2015.

£8.3 million has been allocated for housing and regeneration projects, such as the Northgate Housing site in Halifax, where opportunities for investors and developers to create new commercial and residential development amenities have been generated.

So far £5.5 million of private sector match funding has been secured with further imminent agreements to enable other key developments to go ahead.

OUR 20-YEAR LEASE WILL CREATE 65 JOBS AND WILL OCCUPY A 50,500 SQ FT STATE OF THE ART DISTRIBUTION WAREHOUSE, INCLUDING 4,000 SQ FT OF OFFICES. THIS DELIVERY HUB WILL ALLOW US TO SUCCESSFULLY SUPPORT OUR CUSTOMERS IN THE CITY REGION AND SURROUNDING AREAS WITH THE WIDE RANGE OF DELIVERY, INSTALLATION AND ASSEMBLY SERVICES WE HAVE ON OFFER FOR OUR CUSTOMERS.

MARK ROBINSON
DIRECTOR OF CUSTOMER DELIVERY OPERATIONS
JOHN LEWIS
CASE STUDY

OPENING IN NOVEMBER 2015, THE BROADWAY DELIVERED A MAJOR ECONOMIC AND REGENERATION BOOST TO BRADFORD CITY CENTRE. THE LARGEST RETAIL DEVELOPMENT TO LAUNCH IN THE UK THIS YEAR, THE 570,000 SQ FT GROSS LETTABLE AREA INCLUDED OVER 70 SHOPS, A FOOD COURT AND 1,300 PARKING SPACES. FURTHER OUTLINE CONSENT HAS ALSO BEEN GRANTED FOR A SIX-SCREEN, 700-SEAT CINEMA AND AN ADDITIONAL 11,500 SQ FT OF RESTAURANT SPACE.

THE CONSTRUCTION PHASE DELIVERED APPROXIMATELY 1,500 JOBS TO THE CITY REGION AND THE OPERATING CENTRE HAS CREATED ALMOST 2,500 RETAIL AND ASSOCIATED PERMANENT EMPLOYMENT POSITIONS.

THE CENTRE IS PREDICTED TO INCREASE CATCHMENT SPEND POTENTIAL BY 78% AND FOOTFALL ACROSS THE CITY BY 40% AND BRINGS A BREADTH OF HIGH-STREET NAMES TO BRADFORD, INCLUDING DEBENHAMS, THE FIRST DEPARTMENT STORE TO OPERATE IN BRADFORD IN OVER 20 YEARS.
WHAT’S NEXT?

THESE LAST FEW YEARS HAVE SEEN REAL MOMENTUM GATHER FOR THE LEP AND LEEDS CITY REGION, AND THE NEXT PHASE OF OUR DEVELOPMENT PROMISES TO BE MORE TRANSFORMATIONAL STILL AS DELIVERY OF OUR £1 BILLION GROWTH DEAL AND OVER £300 MILLION OF EUROPEAN FUNDING GET UNDERWAY FULLY.

In addition to these projects, that will bring new jobs and growth to our region, local politicians are continuing discussions with Government over further devolution to bring economic decision-making closer to the people and businesses affected and to ensure investment is led by local understanding and priorities.

Over the next 12 months the work of the LEP and the Combined Authority will move to another level as the full impact of our Growth Deal begins to be felt.
WORKING IN PARTNERSHIP, WE WILL...

SUPPORT GROWING BUSINESSES BY:
• offering a wider range of support for SMEs in the City Region, including a further two years of our successful business grants programme, funding and support for start-ups, and new European-funded programmes to help businesses start, export and innovate;
• continuing to promote the City Region to attract and secure inward investment projects with a specific focus on our core sectors: financial and professional services, health, digital and manufacturing;
• supporting a pipeline of 80-90 active projects interested in investing in Leeds City Region; and
• undertaking two outbound delegations to China and India as part of our GREAT Britain campaign, focusing on four strands of activity: trade, inward investment, education and the visitor economy.

BOOST SKILLS AND JOBS BY:
• continuing to support SMEs to invest in skills training for their employees through our skills service;
• providing an additional £62 million in growth and investment for new FE facilities in 2016-17;
• building on the successes of the Enterprise Adviser pilot programme by engaging with all schools in the City Region to build greater links between businesses and schools; helping young people and their parents to develop a greater understanding of the exciting careers available in the City Region; and giving businesses access to the skilled workforce they need for future growth; and
• playing a key role in an area-based review of post-16 education in West Yorkshire, ensuring the post-16 education sector is financially resilient and that the supply of skills meets current and future demands from businesses.

BECOME A MORE RESOURCE SMART CITY REGION BY:
• launching our £1.2 million resource efficiency fund programme to provide grants and support to help SMEs to reduce their energy output;
• launching our Energy Accelerator programme in September 2016 which will offer specialist expertise, concentrating on public sector sponsors, to local low carbon projects enabling initiatives to move quickly from concept to investment;
• beginning the construction of our first district heat network in Leeds, providing low cost heat to vulnerable residents while lowering carbon emissions; and
• continuing to work towards the construction of seven more networks across the City Region through the development of feasibility studies, financial models and business cases.

BEGIN BUILDING A 21ST CENTURY INFRASTRUCTURE BY:
• completing a number of housing and infrastructure schemes already underway, including sites in Kirklees, Bradford City Centre and Seacroft in Leeds that will ultimately create over 1,000 jobs, almost 540,000 sq ft of new commercial floorspace and 800 new homes;
• launch a new £20 million programme for housing and regeneration projects across the City Region;
• marketing four sector areas of focus within the Leeds City Region Enterprise Zone to target potential investors; and
• completing the Wakefield Eastern Relief Road and Aire Valley Park and Ride scheme in Leeds, while also beginning work on a number of other schemes that are part of our 10-year Growth Deal-enabled programme of transport investment across West Yorkshire and York.
OUR GOVERNANCE

Our work is led by a board made up of business and council leaders, working together to make the decisions and inform the policies that drive our strategic economic plan.

This approach helps us achieve the best economic outcomes for our region by harnessing private sector expertise on what businesses need to grow, and ensuring decisions on public sector investment priorities are taken by democratically elected local councillors.

ROGER MARSH, CHAIR
LEEDS CITY REGION ENTERPRISE PARTNERSHIP

CLLR PETER BOX, LEADER
WAKEFIELD COUNCIL, CHAIR OF THE WEST YORKSHIRE COMBINED AUTHORITY

CLLR JUDITH BLAKE, LEADER
LEEDS CITY COUNCIL

STEPHANIE BURRAS, FOUNDER AND CHIEF EXECUTIVE
AHEAD PARTNERSHIP

CLLR RICHARD COOPER, LEADER
HARROGATE BOROUGH COUNCIL

BOB CRYAN, VICE-CHANCELLOR AND CEO
UNIVERSITY OF HUDDERSFIELD

CLLR DAVID GREEN, LEADER
CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

PAUL HAMER, CHIEF EXECUTIVE OFFICER
WYG

STEPHEN HARRIS, REGIONAL MANAGING DIRECTOR – NORTH
LLOYDS BANKING GROUP

ERIC HAWTHORN, MANAGING DIRECTOR
RADIO DESIGN

CLLR CARL LES, LEADER
NORTH YORKSHIRE COUNTY COUNCIL

JOHN PARKIN, CHIEF EXECUTIVE
LEEDS BRADFORD INTERNATIONAL AIRPORT

RASHIK PARMAR, DISTINGUISHED ENGINEER AND PAST-PRESIDENT OF IBM’S ACADEMY OF TECHNOLOGY
IBM

MARK RIDGWAY, MANAGING DIRECTOR
GROUP RHODES

CLLR DAVID SHEARD, LEADER
KIRKLEES COUNCIL

CLLR CHRIS STEWARD, LEADER
CITY OF YORK COUNCIL

CLLR TIM SWIFT, LEADER
CALDERDALE COUNCIL
WORKING WITH THE WEST YORKSHIRE COMBINED AUTHORITY

ALL OF OUR INVESTMENT DECISIONS ARE APPROVED AT PUBLIC MEETINGS OF THE COMBINED AUTHORITY BOARD. WE ALSO WORK CLOSELY WITH THE COMBINED AUTHORITY TO DELIVER OUR ECONOMIC PLAN.

Private sector knowledge and expertise from the LEP ensures that business-led economic growth is at the heart of our economic strategy. It ensures that our projects are driven by the long-term needs of employers and the Leeds City Region economy.

Meanwhile public sector accountability and oversight from the Combined Authority ensures that our investment decisions are taken transparently, and provides the robust governance structures for the region to take on devolved powers and funding from central government. The Combined Authority is also responsible for delivering large-scale transport and infrastructure projects, ensuring that we better connect people, places and jobs.
OUR INVESTMENT

THE MAJORITY OF OUR INVESTMENT COMES FROM THE PUBLIC SECTOR – INCLUDING CENTRAL GOVERNMENT, LOCAL GOVERNMENT AND THE EUROPEAN UNION. THIS IS WHY WE WORK CLOSELY WITH THE COMBINED AUTHORITY TO ENSURE THAT ALL OF OUR INVESTMENT DECISIONS ARE SUBJECT TO THE SCRUTINY AND APPROVAL OF A DEMOCRATIC BODY.

We minimise our operational costs as much as possible by working in partnership with public and private sector partners that share our goals. We are also working closely with private sector partners to increase commercial investment in initiatives such as trade and inward investment missions and our SME support programme.

OUR FUNDING 2011-2015:
(FROM 1 APRIL 2011 TO 31 MARCH 2015)

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<th>OUR FUNDING</th>
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<tr>
<td>INFRASTRUCTURE &amp; INVESTMENT</td>
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<td>RESOURCE EFFICIENCY</td>
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<tr>
<td>BUSINESS SUPPORT</td>
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<td>EMPLOYMENT &amp; SKILLS</td>
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<td>CORE LEP FUNDING</td>
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<td>LOCAL AUTHORITY FUNDING</td>
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<tr>
<td>EARNED INCOME (INCLUDES SPONSORSHIP, INTEREST FROM INVESTMENTS AND OTHER COMMERCIAL ACTIVITIES)</td>
<td>£464,235</td>
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</tbody>
</table>

£124,806,256

THIS HAS ACHIEVED:

3,200 ADDITIONAL FULL-TIME EQUIVALENT (FTE) JOBS CREATED FOR LOCAL PEOPLE BY 2020

4,300 BUSINESSES SUPPORTED TO GROW

£691 MILLION IN PRIVATE SECTOR INVESTMENT UNLOCKED FOR THE REGION

2,000 APPRENTICESHIPS CREATED FOR YOUNG PEOPLE ACROSS THE CITY REGION

2,300 ADDITIONAL WORK OPPORTUNITIES CREATED FOR YOUNG PEOPLE

£1.4 BILLION IN ECONOMIC OUTPUT ADDED TO THE CITY REGION ECONOMY BY 2020
METHODOLOGY

Our impact figures have been calculated for us by economists in our regional economic and intelligence unit. They have been determined using rigorous econometric analysis in line with the government’s ‘Green Book’ appraisal methodology for assessing economic impact.

In the main body of the report we have reported overall gross figures about our performance. However the headlines about overall economic impact and jobs on pages 2-3 are net figures. They have gone through econometric analysis to produce a robust set of figures about the additional impact we and our partners have had on the Leeds City Region economy – above and beyond that which would have happened regardless of our intervention.

One thing we have been unable to do is consistently benchmark ourselves against other local enterprise partnerships nationally. All organisations measure their impact differently and we are therefore unable to present an accurate and robust comparison.

THANK YOU

Working in partnership with businesses and government is the only way we can achieve our ambitious plan for growth. Our achievements over the past five years would not have been possible without the support of our partners. Thank you to all of the organisations who have supported us, including:

West Yorkshire Combined Authority
Barnsley Metropolitan Borough Council
City of Bradford Metropolitan District Council
Calderdale Council
Craven District Council
Harrogate Borough Council
Kirklees Council
Leeds City Council
Selby District Council
Wakefield Metropolitan District Council
City of York Council

... and all of the other public and private sector organisations, networks, colleges, universities and businesses that drive growth in our region.
REFERENCES

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2 GVA data for LEPs 1997-2013, ONS, February 2015/LEP calculations
3 GVA data for LEPs 1997-2013, ONS, February 2015
4 Inter-Departmental Business Register, ONS, October 2015
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6 Mid-2014 Population Estimates, ONS, June 2015
7 Business Register and Employment Survey 2014, ONS, September 2015
8 Annual Population Survey, NOMIS, October 2015
9 Inter-Departmental Business Register, ONS, October 2015
10 Inter-Departmental Business Register, ONS, October 2015
11 Annual Population Survey, NOMIS, October 2015
12 Inter-Departmental Business Register, ONS, October 2015
13 Inter-Departmental Business Register, ONS, October 2015
16 Leeds City Region Skills Network
17 Local Authority CO2 emissions estimates 2013, DECC, June 2015

ALL OTHER FIGURES: LEEDS CITY REGION ENTERPRISE PARTNERSHIP

GET INVOLVED

FIND OUT MORE ABOUT WHAT WE DO AT WWW.THE-LEP.COM

OR FOLLOW US ON TWITTER @LEEDSCITYREGION #LEPIMPACT

IF YOU’D LIKE TO WORK WITH US ON DELIVERING OUR PLAN FOR GROWTH CONTACT US ON INFO@THE-LEP.COM OR 0113 348 1819