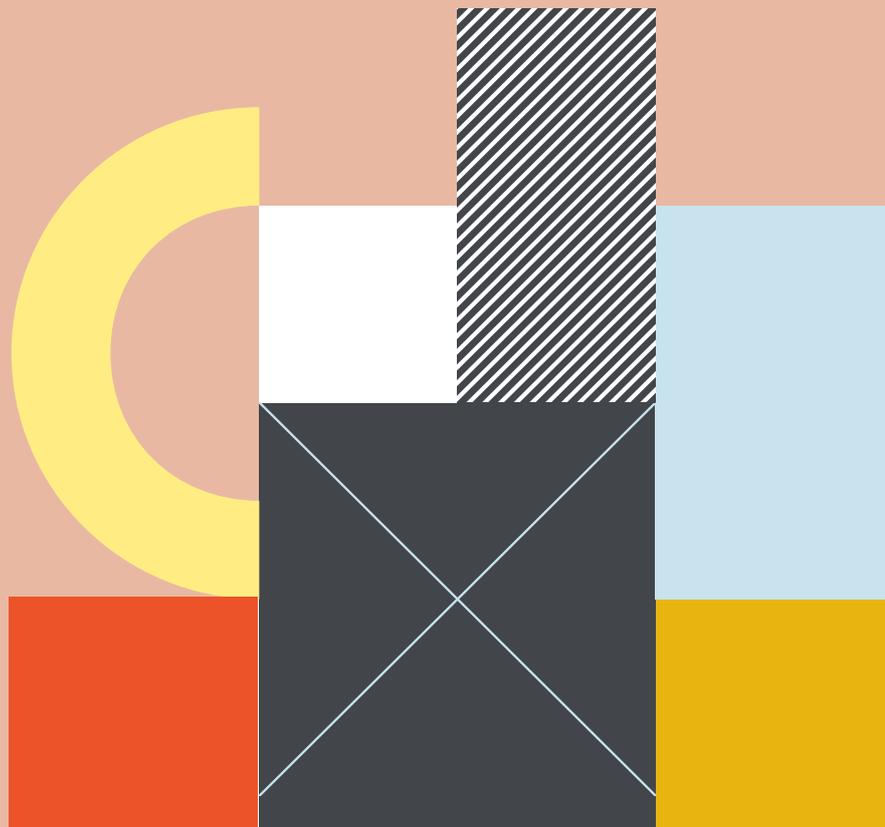


# CONSULTATION LOG



## Summary of the consultation process, main consultation inputs and associated responses

This paper outlines the consultation and engagement process undertaken in support of the refresh of the Leeds City Region Strategic Economic Plan (SEP). It also identifies the main messages that emerged from this process and how they were subsequently responded to in the refreshed strategy.

### 1. The SEP refresh process and supporting consultation and engagement

Work to update the SEP was prompted by the Leeds City Region Enterprise Partnership (LEP) Board in July 2015. The Board specified that the update should be ‘light-touch’ in nature, such that the core content and four strategic priorities (‘pillars’) should remain largely unchanged, but that it should reflect a refreshed evidence base and changed context and new opportunities, such as around the ongoing devolution process and the Northern Powerhouse, and responses to issues such as flood mitigation.

The key milestones points for development of ‘SEP2’ and the consultation and engagement that support this are shown in the table below, in essence spanning:

- Inputs from LEP and West Yorkshire Combined Authority (Combined Authority) Boards and Panels;
- Business and local government meetings;
- Written submissions from stakeholders; and
- Online consultation and survey circulated to stakeholders across the City Region and across the private, public, third and education sectors.

Regarding governance, the LEP Board have responsibility for the strategy and its final sign off, with it also being formally endorsed by the Combined Authority Board.

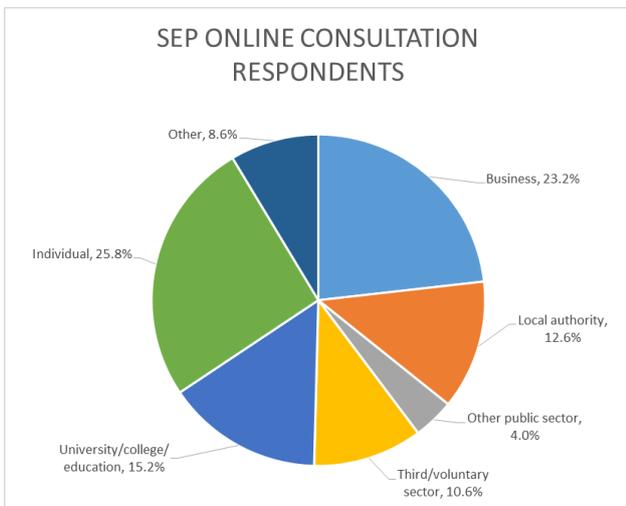
Date	Milestone
Sept 2015	Commencement of refresh of SEP evidence base
Sep – Dec 2015	Detailed policy discussions across LEP Panels for Business, Employment and Skills and Green Economy and with LEP officers regarding strategic evolution from SEP1
3 Dec 2015	Stakeholder consultation event
26 Jan 2016	Outline draft presented to LEP Board
1-26 Feb 2016	Draft SEP2 published for formal consultation period including: <ul style="list-style-type: none"> <li>• Invitation to comment circulated to 33,000 stakeholders</li> <li>• Online survey gaining 164 responses</li> <li>• Twitter alerts to 11,700 accounts with 63,800 impressions generated</li> </ul>
Feb/Mar 2016	Formal engagement and discussions including specific meetings with: <ul style="list-style-type: none"> <li>• LEP Panels for Business, Employment and Skills and Green Economy</li> <li>• Leeds City Region Local Authority Chief Executives, Directors of Development, Economic Development Officers, Heads of Planning, Planning Portfolio holders, Combined Authority Land and Assets Board and Transport Officers (aligned to development of West Yorkshire Single Transport Plan)</li> <li>• Leeds City Region Digital Working Group</li> <li>• Businesses via a Business Breakfast and the Leeds City Region Business Communications Group</li> <li>• European Structural and Investment Fund Committee</li> </ul>
31 Mar 2016	Final draft discussed by Combined Authority Board
5 Apr 2016	Final draft presented to LEP Board for approval

May 2016	SEP2 published
Looking ahead	Ongoing engagement with partners regarding delivery and implementation

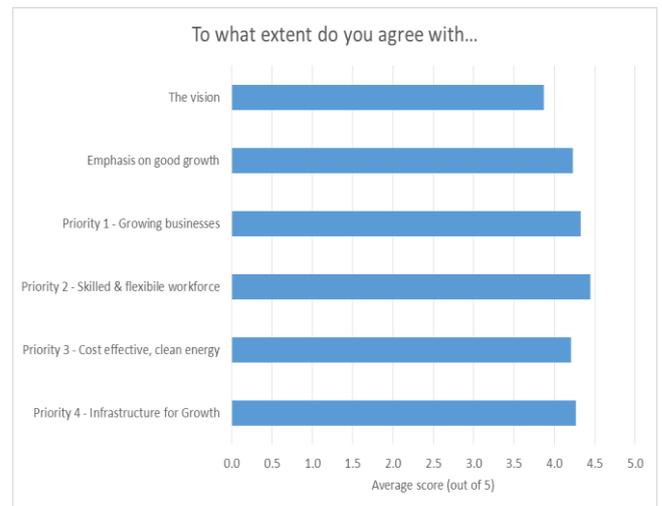
## 2. Results from the online survey

The draft SEP2 was published on 1 February 2016 alongside an online survey that was live until 26 February. It asked a series of questions designed to gather views across all aspects of the strategy, using a scoring system to measure strength of agreement and with opportunity for more detailed qualitative input. In total, 165 responses were received from stakeholders across the City Region and across the private, public, third and education sectors (see Figure 1). The overall context that emerged from this was that there was good support for the main tenets of the strategy - the vision, good growth focus and the four strategic priorities each scored on average between 3.9 and 4.5 out of 5 for support (see Figure 2).

**Figure 1: Online consultation respondents**



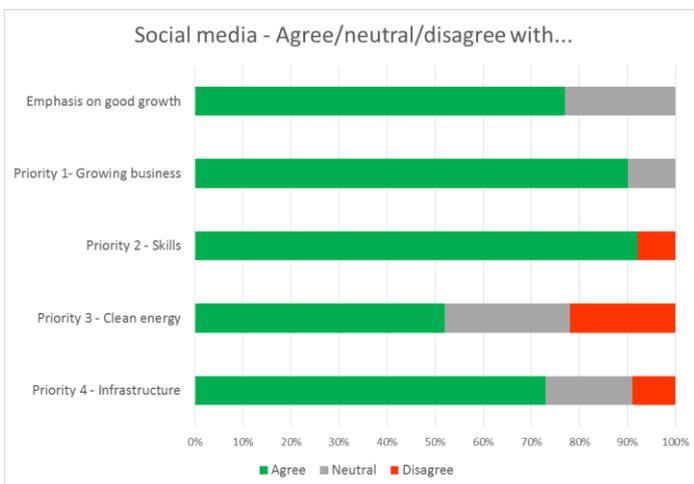
**Figure 2: Online consultation results**



## 3. Social media engagement

Social media engagement that ran throughout the consultation period enabled the LEP to reach 11,700 Twitter accounts and to generate 63,800 impressions. Snapshot polls were used to gather views and revealed a similar level of support as that received through all other channels (see Figure 3).

**Figure 3: Social media snapshot poll results**



#### 4. Qualitative consultation input and associated responses

As well as the quantitative views described above, the consultation and engagement process also raised a wide range of detailed qualitative views across the breadth of the strategy where consultees believed content could be changed or strengthened. These were typically two-fold in nature. The first set are overarching in nature, relating to the headline direction, ambition or tone of the strategy. The responses to these comments are by and large made in the early sections of the document that establish the vision for transformational change in the City Region. The second set relate to the detail of a specific element of policy, and as such the responses are in the main embedded within the content of each priority area. The remainder of this paper sets out this input alongside how it has been responded to.

Part 1: Overarching Issues	Issue Source	Response
<p><b>Good growth and worklessness</b></p> <ul style="list-style-type: none"> <li>Be clear as to what is meant by good growth, and ensure the SEP has a stronger focus on addressing worklessness</li> </ul>	<p>Business stakeholders, local authorities, online consultation</p>	<ul style="list-style-type: none"> <li>Build on support for good growth by adding more content on jobs at all levels and the importance of employability and tackling worklessness</li> <li>'Formula' for good growth defined and demonstrated in visual form</li> <li>Good growth indicators and measures set out; and noted that progress will also be tracked against wider goals that cannot be measured by numbers alone</li> <li>Content in Priorities showing how they will be implemented to achieve good growth</li> </ul>
<p><b>Partnership and ownership</b></p> <ul style="list-style-type: none"> <li>Be clear that SEP is a partnership document - led by the LEP and Combined Authority working with and on behalf of partners across the City Region; and delivered by a partnership of private, public and third sector bodies</li> </ul>	<p>Business stakeholders, local authorities, LEP Board, LEP Panels</p>	<ul style="list-style-type: none"> <li>Upfront recognition of the SEP as a joint LEP/ Combined Authority document with delivery by a network of partners that contribute to the City Region's economy</li> <li>Clear statement that the SEP will be implemented through a set of interconnected Delivery Plans covering the detail of what will be delivered, by who and when in key policy areas to ensure strategy leads to action and tangible results; with supporting annex outlining these plans</li> <li>Tables at the start of each Priority indicate proposed key partners</li> </ul>
<p><b>Northern Powerhouse</b></p> <ul style="list-style-type: none"> <li>Recognise Leeds City Region as being at the heart of the Northern Powerhouse and central to the economic and social transformation the North seeks</li> <li>Reflect connection to Northern Powerhouse sector priorities and the</li> </ul>	<p>Local authorities, LEP Board</p>	<ul style="list-style-type: none"> <li>Strengthened content in Chapter 1 regarding the position of Leeds City Region at heart of Northern Powerhouse</li> <li>Diagram included demonstrating the overlap between Northern Powerhouse capabilities and how Leeds City Region sectors and assets contribute to these</li> <li>Reflection of existing areas of joint working e.g. via Transport for the North alongside emerging discussions e.g. on innovation, access to finance and trade</li> </ul>

strength of Leeds City Region sectors and assets aligned to them		<ul style="list-style-type: none"> <li>• Consultation extended to other Northern Powerhouse LEP areas to help align policy in those areas where there is common need/opportunity</li> </ul>
<p><b>Ambition, tone and targets</b></p> <ul style="list-style-type: none"> <li>• Set a clear and consistent confident tone throughout the strategy, with compelling ambitions and targets prominent</li> <li>• Raise the ambition on higher level skills and turnaround underperformance on this issue</li> </ul>	LEP Board, LEP Panels, business stakeholders, local authorities	<ul style="list-style-type: none"> <li>• Confident tone adopted from opening remarks then throughout strategy, in particular in vision and long term ambition to become a positive, above average contributor to the UK economy</li> <li>• Long term ambition of closing the gap to national average on higher level (NVQ4+) skills added, on top of a stretching set of headline economic indicators to perform better year on year and leapfrog performance of other city regions to improve performance against national averages</li> <li>• Refined, more focused set of 'Headline Initiatives' included as the large scale game changers to be delivered in partnership to make big inroads into achieving the vision. Table added showing rationale and delivery route for these.</li> <li>• Clarity in Priority sections to show robust focus on addressing challenges and responding to opportunity</li> </ul>
<p><b>Global profile and communication</b></p> <ul style="list-style-type: none"> <li>• Stress the importance of looking internationally and global positioning</li> </ul>	Business stakeholders	<ul style="list-style-type: none"> <li>• Vision to be a globally recognised economy</li> <li>• Headline Initiatives include to become a global digital centre, and global significance included in other key areas, such as innovation and low carbon</li> <li>• Detail in Priority 1 on international trade, plus investment propositions for priority sectors</li> <li>• Content on the role of the visitor economy, culture and quality places in attracting and retaining business and talent; and on the role of universities in positioning the City Region internationally</li> </ul>
<p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Ensure SEP recognises distinct local roles, assets, opportunities and needs of the places that make up the Leeds City Region</li> </ul>	Local authorities, online consultation	<ul style="list-style-type: none"> <li>• New section added to Chapter 2 on 'the story of our place' stressing the City Region as 'more than the sum of its parts', as well as the roles and assets of each individual district. All content in this section was approved by the relevant local authority.</li> <li>• More place specific references in chapters throughout the SEP, and place bound nature of the SEP to be further emphasised through design and visuals</li> </ul>
<p><b>Character and people</b></p> <ul style="list-style-type: none"> <li>• Include more of a people focus, thinking about values, character, qualities etc.</li> </ul>	LEP Board	<ul style="list-style-type: none"> <li>• Now incorporated in Chapter 1 as to what the vision for good growth looks like in the City Region, expressed as the 'way we do business' and drawing on the character, ideas, abilities and ambition of our people in driving success</li> <li>• Additional references to (improving) quality of life and culture, including in measures of success</li> </ul>

<b>Evidence-based action</b> <ul style="list-style-type: none"> <li>Improve read across from evidence to priorities/actions</li> </ul>	Local authorities, LEP Board, LEP Panels	<ul style="list-style-type: none"> <li>More clarity on how evidence has informed actions, with the Chapter 2 on evidence expanded and a summary table added on how the SEP responds to key issues from the evidence. Also greater evidence content within all four priorities.</li> </ul>
<b>Risks and resilience</b> <ul style="list-style-type: none"> <li>Include analysis of economic forecast assumptions and mitigations in response</li> </ul>	LEP Board, Local authorities	<ul style="list-style-type: none"> <li>Growth forecasts, risks and assumptions annex added assessing the impact of high/low growth economic scenarios and potential responses to these under each strategic priority</li> </ul>

Part 2: Specific Issues	Issue Source	Response
<b>Innovation</b> <ul style="list-style-type: none"> <li>Say more about innovation and how we increase it</li> </ul>	LEP Board, universities, business stakeholders	<ul style="list-style-type: none"> <li>Now incorporated as a core element of 'good growth' which cuts across the SEP</li> <li>Headline Initiative added to 'radically increase innovation' with actions to be devised and delivered to back this up</li> <li>Action led in Priority 1 and linked to R&amp;D. Also cuts across the SEP and is about how all firms improve products/services/processes as part of how they do business</li> </ul>
<b>Digital and tech</b> <ul style="list-style-type: none"> <li>Digital/tech needs to be more prominent, in its own right, not just linked to innovation, and spanning all firms not just the digital sector</li> </ul>	LEP Board, business, local authorities	<ul style="list-style-type: none"> <li>Text box added on the role of digital in accelerating growth</li> <li>Commitment to create a Digital Delivery Plan spanning all aspects of digital/tech</li> <li>Headline Initiative aimed at making the City Region a global digital centre – with specialisms in data storage, analytics, digital health and tech skills</li> <li>Digital and tech related action areas included in each of the four priorities</li> </ul>
<b>Universities</b> <ul style="list-style-type: none"> <li>Better highlight the City Region's universities as a key asset</li> </ul>	Local authorities, LEP Board	<ul style="list-style-type: none"> <li>More references to universities throughout and with specific new action in Priority 1</li> <li>Text box added on university assets and their wide ranging benefits in Chapter 1</li> <li>Individual universities shown on City Region assets map in Chapter 2</li> </ul>
<b>High level skills</b> <ul style="list-style-type: none"> <li>Need to be ambitious about closing the gap between City Region and national average performance on higher level skills</li> </ul>	Employment and Skills Panel (ESP)	<ul style="list-style-type: none"> <li>Headline initiative and target added to 'Devise and deliver a programme of action to increase high level skills and close the gap to UK average'</li> <li>Extra content in Priority 2 and issues/actions the Headline Initiative should consider</li> </ul>
<b>Education and business</b>	Business stakeholders, ESP	<ul style="list-style-type: none"> <li>Content on improving careers advice strengthened in Priority 2</li> <li>Importance of school attainment/ 'great education' to subsequent skills/economic prospects noted in Priority 2</li> </ul>

<ul style="list-style-type: none"> <li>Note the importance of education in shaping future success, of enterprise education and better careers advice</li> </ul>		<ul style="list-style-type: none"> <li>Strong content on improving connections between business and education retained and enhanced, including influence and engagement with OFSTED and governors</li> </ul>
<p><b>Spatial Priority Areas and Airport</b></p> <ul style="list-style-type: none"> <li>Leeds Bradford airport's employment site should be added to the spatial priorities</li> <li>Clarify the nature of SPAs and how sites are agreed/added/removed</li> </ul>	Local authorities	<ul style="list-style-type: none"> <li>Leeds Bradford International Airport added to the list of SPAs (in Priority 4)</li> <li>Clearer content on what SPAs are and their integrated approach (in Priority 4)</li> <li>Content added on how SPAs can be added to or deprioritised in future as opportunities and circumstances change – with this to be detailed in an Infrastructure Investment Plan along with the detail of each SPA and how they work together as an integrated set</li> </ul>
<p><b>Transport</b></p> <ul style="list-style-type: none"> <li>Ensure strong coverage of international, inter-city and intra-city region connectivity across modes</li> </ul>	Businesses, local authorities, online consultation	<ul style="list-style-type: none"> <li>Text box in Priority 4 on transformational transport investments e.g. HS2, Northern Powerhouse Rail and motorway improvements and on gaining value from them</li> <li>The employment land around Leeds Bradford International Airport added to the list of SPAs</li> <li>New content on transport services that connect people and places to economic opportunity and that maximise impact of investment</li> </ul>
<p><b>Green Infrastructure (GI), flooding and clean energy</b></p> <ul style="list-style-type: none"> <li>Suggested that priority 3 focus on energy is narrow, and that resilience, GI, and flooding should be more prominent</li> </ul>	Green Economy Panel, local authorities, online consultation	<ul style="list-style-type: none"> <li>Priority 3 widened to cover clean energy and environmental resilience, including a specific GI action area</li> <li>Content on zero carbon energy and flood risk reduction retained and strengthened, including in Headline Initiatives</li> <li>Additional Headline Initiative added on green infrastructure and climate change adaptation</li> </ul>
<p><b>Quality of place, culture and visitor economy</b></p> <ul style="list-style-type: none"> <li>Recognise the role of quality of place and culture in attracting investment, visitors and skilled people, and the benefits that flow from City Region's visitor economy assets</li> </ul>	Local authorities, Green Economy Panel, online consultation	<ul style="list-style-type: none"> <li>Additional references across the document to the role of quality of place and culture in attracting skilled people and investment, plus recognition of this within the relevant key assets section (but not a new priority action)</li> <li>Text box added in Chapter 2 on Visitor Economy, Culture and Quality of Place</li> <li>Key assets within local areas noted within the new Place section</li> </ul>
<p><b>Enterprise/new business starts</b></p> <ul style="list-style-type: none"> <li>Include action to encourage and help new businesses to start up</li> </ul>	Businesses	<ul style="list-style-type: none"> <li>Reinforced content in Priority 1 on the Enterprise action area, including access to support for pre-start, start and early stage businesses</li> <li>Enterprise skills and business – education connections covered within Priority 2</li> </ul>

<b>Local economies/supply chains</b> <ul style="list-style-type: none"><li>• Include focus on the benefits of strengthening local supply chains and of 'reshoring' or 'north shoring' investment as well as new foreign investment</li></ul>	Businesses, online consultation	<ul style="list-style-type: none"><li>• Importance of 'north shoring' included in text of Priority 1</li></ul>
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