

Transport, Economy and Environment Overview and Scrutiny Committee

19 January 2023

Report of the Chief Operating Officer – York and North Yorkshire Local Enterprise Partnership

Local Enterprise Partnership Delivery Plan Review

1. Purpose of Report

- 1.1 To report progress made against the 2022-23 Delivery Plan
- 1.2 Annex A provides the formal Delivery Plan Performance Summary

2. Key Background Information

- 2.1 The Local Enterprise Partnership (LEPs) Delivery Plan for 2022-23 set out five pillars and a series of deliverables. The five pillars are:
 - Gather and share robust evidence
 - Develop ambitious strategies and programmes
 - Achieve excellence in delivery
 - Engage partners and targeted stakeholders
 - Be a good growth organisation
- 2.2 Subsequent to the publication of the Delivery Plan the following has occurred;
 - The York and North Yorkshire Devolution Deal has been published in a minded to state.
 - There has been a change in Government leadership and priorities.
- 2.3 Notwithstanding the above, strong progress has been made against all delivery.

2.0 Performance - highlights, challenges and opportunities.

- 2.1 **Pillar 1 - Gather and Share Robust Evidence** - In terms of the developing our evidence, data and research capabilities we have now created a more co-ordinated approach and developed further this on the LEP website. The LEP is about to commission some further research and evaluation: this includes:

Research	Description
Labour Market Analysis	Refresh of the 2021 Labour Market Analysis .
Sector Development – Skills Insights	Building on the sector research from Kada, the focus of this research is to understand how our current provision and assets match against these opportunity sectors, whilst also reviewing current and future demands of the businesses in those sectors.
Getting Building Review	Reflection on the process for Getting Building Fund in order to identify best practice and areas of improvement for future funding.
Community Renewal Fund	As part of the Community Renewal Fund bid, an evaluation had to be produced. This will consider both the process and the impact of Community Renewal Fund CRF to influence future funding.

2.2 Going forward this priority will begin to focus on the transition to the Mayoral Combined Authority and in particular the research and data requirements and resources that the Mayoral Combined Authority may need in the future. This includes trialling data sets and econometric modelling that will help to formulate future policy and strategic direction. In addition, evaluation will be core to future work and how this will be undertaken and formulated will be a priority over the next few months.

2.3 **Pillar 2 - Ambitious Strategies and new opportunities –**

2.3.1 The significant milestone in the first half year is the sign off by the LEP Board of the **Routemap to Carbon Negative**. This is now going through a process with both City of York and North Yorkshire Local Authorities. The implementation plan has been more challenging but is now being developed.

2.3.2 Developing the devolution deal and also Shared Prosperity Fund opportunities have directed resources away for the short term. However, this will be a priority over the next six months.

2.3.3 **The Plan for Growth** that we began preparing this time last year and got to an initial draft now needs to be revised considering the change in government policy including the scope, role and function of this plan going forward within a broader strategic framework for the proposed Mayoral Combined Authority. It is therefore proposed that a revision of the Plan will be undertaken over the next three to four months with a new draft prepared by Summer 2023.

2.3.4 **Grow Yorkshire**

Grow Yorkshire is a collaboration focused on rural, food and farming. Working with partners, Grow Yorkshire is involved in a number of key programmes:

- University of York-led Fix Our Food programme – including projects on public sector procurement, shortening supply chains, regenerative agriculture and strategic engagement with DEFRA.
- Yorkshire Dales National Park Authority – DEFRA Farming in Protected Landscapes (FiPL) Local Assessment Panel (Year 2 = £650k committed project spend)
- Monthly Food and Farming Newsletter (in collaboration with Yorkshire Agricultural Society)
- Secured funding from the Partnership Investment Fund (PiF) to co-design and deliver a programme of farm business skills training (in collaboration

with Yorkshire Agricultural Society/Yorkshire Food and Farming Rural Network/National Farming Union/Country Landowners Association)

- Tree Supply Chain (led by North Yorkshire County Council) to understand how capacity within the supply chain can grow to deliver economic benefits, alongside meeting the region's tree planting targets.
- Hemp Special Interest (SIG) – established to grow regional hemp industry.

2.3.5 Devolution

Prospectuses and call documents are being produced in collaboration with Partners for the Net Zero fund and Brownfield Housing Fund that for part of the Devolution Deal for early delivery in 2023 to 2025.

3.3 Pillar 3 – Achieve Excellence in Delivery

All work programmes are delivering on target. Half year reviews have recently been completed by contract managers from respective Government Departments for the Growth Hub Service, the Key Account Management Role, Careers Hub Network Contract and Skills Bootcamps. Regular reporting to Department for Levelling Up and Communities is also completed for the Community Renewal Fund activity via North Yorkshire County Council.

3.3.1 Growth Hub

New performance targets were agreed with the department of Business, Energy and Industrial Strategy (BEIS) which have enabled qualitative reporting to be improved significantly. Further work is being developed to analyse the reach of the business support services provided by the Growth Hub. Trade and Investment Programme – this is being developed to improve the pro-active approach to investment as well as maintaining the reactive response service.

3.3.2 Proposals are being submitted to the UK Shared Prosperity Fund for both an enhanced Growth Hub service and to further develop the Trade and Investment Offer under the brand Invest York and North Yorkshire.

3.3.3 Skills Bootcamps

Risks were flagged for Skills Bootcamps delivery with reduced learner starts recorded by the September review milestone, albeit some of this was due to delays in sign-up of participants. However, this was compounded during October with one of the main learning providers reducing their learner number forecasts significantly. By agreement with the Department of Education revisions have been made to the contract without detriment to the overall delivery arrangements, and confirmation given that this will not impact on future years contracting for the LEP.

3.4 Pillar 4 - Engage partners and targeted stakeholders

Key activities delivered in the half year period include:

- Annual report delivered
- Annual Conference delivered as York and North Yorkshire Business Summit in partnership with Federation of Small Businesses/ Confederation of Business Industry and Chambers of Commerce.
- Invest in York and North Yorkshire brand design and launch with web pages.
- Coordination of devolution consultation – consultation planning, all devolution branded communications and platforms, consultation documents, tracking and reporting.
- Devolution consultation deal announcement and launch support
- Routemap to carbon negative design and launch

Our Annual Conference was our first LEP face-to-face event since 2019. Delivered as the York and North Yorkshire Business Summit working in partnership with Federation of Small Businesses/ CBI and Chambers of Commerce who co-branded, promoted and attended the event, putting forward businesses to speak on the panel.

The venue for the event was a 200-seat capacity. Promotion for the event achieved 302 sign ups with a turnout of 235 attendees on the day. The event space was at full capacity with an overflow space needed.

3.5 Pillar 5 - Be a good growth organisation

3.5.1 The LEP remains fully compliant with its Assurance Framework and National LEP requirements.

3.5.2 In addition the LEP has done a fundamental review of finances to improve its recharging against projects to support it remaining financially sustainable until the creation of the new Mayoral Combined Authority. This has identified potential recharges up to £650k.

3.5.3 These are now subject to approval from individual project Accountable Bodies.

<h4>4. Recommendation(s)</h4>

<p>4.1 Transport, Economy and Environment Overview and Scrutiny Committee are asked to note the strong progress against its delivery plan and the key changes identified in the report.</p>

James Farrar – Chief Operating Officer
York and North Yorkshire Local Enterprise Partnership
4 January 2022

Appendices:
Annex A: Delivery Plan Half Year Update

2022-2023 Delivery Plan DRAFT VERSION

Mid Year
Review

Performance on a page

	On track, no problems or issues
	Some problems/issues requiring action
	Problems/Issues requiring SMT action

1. Gather and share robust evidence

1.1 Establish an economic evidence hub

1.2 Deliver a skills and low carbon research programme

1.3 Publish economic evidence and intelligence regularly

1.4 Evaluate our programmes

2. Develop ambitious strategies & programmes

2.1 Develop and publish a Plan for Growth

2.2 Develop and publish a Routemap to Carbon Negative

2.3 Develop new programmes to deliver our policy priorities

2.4 Support the development of the Devolution Deal

3. Achieve excellence in delivery

3.1 Deliver the Growth Hub and Trade & Investment programme

3.1 Deliver the Careers & Enterprise & Bootcamp Programmes

3.2 Deliver the energy CRF Programme

3.3 Monitor and closedown legacy programmes

4. Engage partners & targeted stakeholders

4.1 Deliver a communications plan to support the Delivery Plan

4.2 Deliver a programme of stakeholder engagement

4.3 Design and deliver annual report and conference

5. Be a good growth organisation

5.1 Deliver compliant assurance and financial reporting

5.2 Support the effective functioning of LEP Boards

5.3 Deliver a programme to support a high performing workplace

5.4 Develop governance and MCA transition arrangements

PILLAR	Pillar 1: Robust Evidence
SMT LEAD :	Andrew Leeming

Date Completed:	Mid Year

PILLAR OBJECTIVE	Comments	RAG Status
	York and North Yorkshire LEP has a clear and robust evidence base to inform the development of ambitious strategies and programmes. The evidence base is shared effectively with colleagues and partners and the hub on the LEP website is recognised as the place to access data on our economy.	

UPDATE			Comments	RAG Status		
Key activities since last highlight report period	1.1	<ul style="list-style-type: none"> Updates have been made to the website internally and are ready to be published next. Review of other MCA's and their research capabilities. 	1.1 - Establish an economic evidence hub	Decided to delay the website launch due to limited Comms capacity. However, the overall deadline was December for this to be launched, so it's still on track. Targeting for website changes to be updated by the end of November.		
	1.2		1.2 - Deliver a research programme in support of strategies			LMA contract is not yet signed off – currently sits with WYCA legal team to review. Minimal risk, but this has been chased.
	1.3		<ul style="list-style-type: none"> Agreed the approach for the SAP budget (in-house sectoral research and a LMA refresh), engaged with the Chamber on their requirements. In-house research underway, including Lightcast procurement and stakeholder engagement. Review forecasting/modelling options for low carbon and Devolution scenarios. 	1.3 - Deliver a programme of evaluations	GBF review awaiting internal sign-off. Review of requirements completed by Jun 2022 – consultant capacity currently limited by demands of Govnt. competitive bidding processes	
Key activities for next highlight report period	1.1	<ul style="list-style-type: none"> GBF review completed. 				
	1.2		<ul style="list-style-type: none"> Website to be updated with separate strategy and research pages (better aligning with future MCA needs). Engagement with CYC and NYCC colleagues about their current data and research capabilities. Map out the future needs of a MCA. 			
	1.3		<ul style="list-style-type: none"> Launch surveys with training providers, continue engagement with sector leads and begin analysis through Lightcast. Agree forecast/modelling approach and procurement. 			
		<ul style="list-style-type: none"> GBF review to go to the performance group. 				

[\[1\]](#)

RED – Problems or issues requiring SMT action
Board awareness GREEN - No problems or issues.

AMBER – Problems or issues for SMT

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SMT LEAD :	Andrew Leeming
PILLAR	2 : Ambitious strategies & programmes

Date Completed:	Mid Year Report

PILLAR OBJECTIVE	Comments	RAG Status
	York and North Yorkshire LEP has ambitious strategies which inform the negotiation of a Devolution Deal with Government and guide our focus to have a greener, fairer, stronger economy and be England's first carbon negative region. The LEP develops targeted programmes which are closely aligned to our policy objectives, the Levelling Up agenda, and secures funding to implement them.	

UPDATE	
Key activities since last highlight report period	<ul style="list-style-type: none"> Routemap – the LEP team have been working with CYC and NYCC to map out a process for the Routemap to be endorsed by both authorities. The team are also underway with developing detailed implementation plans for the interventions with the Routemap. Health issues within the team, alongside additional workload pressures from Devolution and the UK Shared Prosperity Fund mean that there has been a delay in developing the implementation plan, which is a risk in terms of the delivery of the Routemap and demonstrating progress. The Plan for Growth – This has been on hold while resources have been directed to SPF. The SPF delivery framework has been developed and also the investment Plan for the Rural Prosperity Fund. Wave 4 Bootcamps is currently being developed for a submission in November.
Key activities for next highlight report period	<ul style="list-style-type: none"> Routemap – detailed implementation plans to be finalised, alongside establishing clear reporting and monitoring approach. Routemap to have been endorsed by CYC and NYCC/NYC. Submission of the RPF Investment Plan Development of a Strategic Framework for the sub region to incorporate and revise Plan for Growth Further development of the SPF calls and plans.

	Comments	RAG Status
2.1 - Develop and publish Plan for Growth with an over-arching investment plan	On Hold due to SPF Under review as part of strategic framework development for MCA	
2.2 - Develop and publish Y&NY's Routemap to Carbon Negative	Y&NY's Routemap to Carbon Negative has been finalised and was signed-off by the main LEP Board in July 2022. Since then, the Yorkshire Dales NPA have adopted the Routemap and the North York Moors NPA have endorsed the Routemap.	
2.3 - Develop new programmes to deliver our policy priorities	Shared Prosperity Fund and Rural Prosperity Fund Investment Plans. Wave 4 Bootcamps.	
2.4 - Support the development of the Devolution Deal	Deal announced in August. Programmes for Net Zero Fund and Brownfield Housing Fund being developed.	

[\[1\]](#)

RED – Problems or issues requiring SMT action
 AMBER – Problems or issues for SMT awareness
 GREEN - No problems or issues.

PILLAR	Pillar 3: Excellence in Delivery
SMT LEAD :	Liz Philpot

	DRAFT Q2
Date Completed:	30 Sept 2022

PILLAR OBJECTIVE	Comments	RAG Status
	York and North Yorkshire LEP delivers targeted programmes aligned to the new Plan for Growth and Routemap to Carbon Negative. Resource is focused on programmes which support sustainable economic growth and deliver the greatest impact. The LEP delivers its contractual obligations to the highest standard and conclude legacy programmes.	

UPDATE		Comments	RAG Status
Key activities since last highlight report period	<ul style="list-style-type: none"> Growth Hub – BEIS delivery in place and Senior GH Manager recruited Trade & Inv – exhibition at UKREIIF with partners; continued work with partners on Inward Investment propositions; KAM role contracted DfE Skills Bootcamps – learning providers all contracted, completed inception meetings and agreement with DfE on September milestone review – provider forum set up CRF Energy Programme delivery on time Getting Building Fund reporting reduced to twice annually by BEIS Growth Hub – formal contracting process with BEIS completed with approval of Schedule 1 and 3 submissions Careers Hub Network – contract extension for year from Sept 22/23 completed to enable staff extensions asap Monitoring Programmes – monthly Skills Bootcamps monitoring framework in place to enable DfE quality standards to be met 	3.1 - Deliver the Growth Hub and a trade and investment programme Growth Hub – Schedule 1 and 3 submitted to BEIS to confirm proposed deployment of 22/23 funding; qualitative targets set along with continued quantitative monitoring to enable comparison with previous years; new partnership with regional Made Smarter programme (BEIS) Trade & Inv – successful short list of site by Rolls Royce for planned facility; KAM role extended to March 2023; City of York trade visits supported; partner to the Great British Rail HQ bid submission with City of York Council	
		3.2 - Deliver the Careers and Enterprise contract & Bootcamp programme Careers Hub Network - Sept 22/23 contract extension completed for delivery to August 2023 Skills Bootcamps – 11 learning providers contracted for delivery of 26 Skills Bootcamps to March 2023	
		3.3 - Deliver the energy CRF programme Delivery on time to meet end dates for national extension given to Dec 22; regular reporting to Performance Group and Infrastructure Board	
Key activities for next highlight report period	<ul style="list-style-type: none"> Trade & Investment – follow up of UKREIIF leads; develop sector specialism approaches in relation to UKSPF; large business stakeholder engagement to be progressed and linked to Devolution consultations Skills Bootcamps – Wave 4 outline proposals to be submitted to DfE by end November CRF – complete all activity and closedown programme Monitoring programme – set up UK SPF monitoring and reporting framework Legacy programmes – continue with housekeeping of projects and closedown – LGF/GBF reporting to BEIS due Nov 2022. 	3.4 - Monitor and closedown legacy programmes GBF programme ended 31 March 22, now twice yearly reporting frequency; LEADER projects progressing on plan for complaint closedown and archiving	

[1](#) RED – Problems or issues requiring SMT action AMBER – Problems or issues for SMT awareness GREEN - No problems or issues.
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PILLAR		Pillar 4: Engaging Partners	DRAFT Q2	
SMT LEAD :		Aissa Gallie	Date Completed:	30 Sept 2022

PILLAR OBJECTIVE	Comments	RAG Status
	York & North Yorkshire LEP pro-actively engages partners in line with an agreed stakeholder strategy, and positions the organisation as a leader and convener of economic development in the region.	

UPDATE		Comments	RAG Status
Key activities since last highlight report period	<ul style="list-style-type: none"> Annual report delivered Annual Conference delivered as York and North Yorkshire Business Summit in partnership with FSB/ CBI and Chambers of Commerce. Invest in York & North Yorkshire brand design and launch with web pages. Coordination of devolution consultation – consultation planning, all devolution branded communications and platforms, consultation documents, tracking and reporting. Devolution consultation deal announcement and launch support Routemap to carbon negative design and launch 	<p>4.1: Deliver a communications plan to support the Delivery Plan</p> <p>Growth Hub targets exceeded Invest in YNY Brand developed</p>	
Key activities for next highlight report period	<ul style="list-style-type: none"> Complete Devolution Consultation Support Growth Hub Delivery Develop implementation plan for devolution branding and design. 	<p>4.2 Deliver a programme of stakeholder engagement</p> <p>Devolution consultation designed implemented and underway</p>	
		<p>4.2 Design and Deliver Annual Report and Annual Conference</p> <p>Annual report delivered – 1526 views Business Summit – 235 attendees. 43% first time attendees.</p>	

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PILLAR	Pillar 5: A Good growth organisation
SMT LEAD :	Adrian Green

	DRAFT Q2
Date Completed:	30 Sept 2022

PILLAR OBJECTIVE	Comments	RAG Status
	York and North Yorkshire LEP delivers targeted programmes aligned to the new Plan for Growth and Routemap to Carbon Negative. Resource is focused on programmes which support sustainable economic growth and deliver the greatest impact. The LEP delivers its contractual obligations to the highest standard and conclude legacy programmes.	

UPDATE	
Key activities since last highlight report period	<ul style="list-style-type: none"> Financial plan developed to ensure LEP sustainability through to the Combined Authority. Fundamental review of staff recharging and project cost allocations. LEP Board Paper management and publication maintained and compliant. Ongoing workforce development programme to build capability and to manage change. Ongoing work to support devolution and develop forward assurance processes.
Key activities for next highlight report period	<ul style="list-style-type: none"> Diversity statement to be considered by Nov Board. Assurance and appraisal of devolution Brownfield and Net Zero funding. Workforce engagement and change management programme implementation Annual review of LEPs with BEIS Annual LEP Overview & Scrutiny with NYCC as Accountable Body

	Comments	RAG Status
5.1: Deliver compliant assurance, financial management and reporting processes	Assurance remains fully compliant. Financial plan in development to take the LEP through to Combined Authority implementation Categorised as Lower Tier Risk by BEIS	
5.2: Support the effective functioning of the Boards	All Board fully compliant with governance arrangements LEP Board meets government private sector membership and diversity targets.	
5.3: Deliver a programme of activities that support a high performing workplace	Managers leadership programme ongoing Regular staff surveys Ongoing team engagement through transition to Combined Authority	
5.4: Develop governance and transition arrangements for the MCA	Devolution governance review complete and approved by LA's Consultation underway Shadow Assurance Arrangements developed LEP Integration plan in draft	

RED – Problems or issues requiring SMT action AMBER – Problems or issues for SMT awareness
GREEN - No problems or issues.

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