



leeds city region

intelligence driving growth

agenda 08 09



thinking outside the boundaries



This agenda builds on the foundations we have laid since our 11 partner councils began working together in 2004 towards a better future for our communities. In this short period of time, the Partnership has challenged the traditional boundaries of local government to develop new ways of achieving the high aspirations of our local councils.

Councillor Robert Light

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chair's foreword

On behalf of the Leeds City Region Partnership, I am proud to introduce our agenda for 2008-09. In it, we set out our ambitions for the year ahead, and the way in which we plan to achieve those ambitions.

This agenda builds on the foundations we have laid since our 11 partner councils began working together toward a better future for our communities in 2004. In this short period of time, the Partnership has challenged the traditional boundaries of local government to develop new ways of achieving the high aspirations of our local councils.

It is our intention that the year ahead will bring successes to match and even surpass the tremendous achievements of this past year. Not only did we establish the country's first legally constituted city region Leaders' Board, but we also became one of the first partnerships in the country to secure a joint commitment with Government to work toward our ambitious goals in transport and skills in our recently signed Multi-area Agreement (MAA).

As we move forward, we will use these foundations to turn our ambition into action.

In doing so, we will face the very real challenges of ensuring sufficient levels of quality and affordable housing, an efficient transport system for our communities and the higher-level skills necessary to promote enterprise in the city region.

Whilst these challenges are not unique to the Leeds City Region, the way that we will seek to overcome them is. It is this new approach that we set out in the pages that follow.

A handwritten signature in black ink, appearing to read 'R Light', enclosed within a large, stylized, handwritten flourish that loops around the signature.

Councillor Robert Light,
Chair of Leeds City Region Leaders' Board
Leader of Kirklees Council

one city region many places

what is the leeds city region?

The Leeds City Region (LCR) is the real economy for 11 local authorities across North, South and West Yorkshire. It is the area in which people travel to work, spend their leisure time, go to school, and live.

The LCR includes:



leeds city region: the facts

size: 5,176 km²

population: 3 million

labour force: 1.4 million

economy: £47 billion

number of businesses: 100,000

With so many distinct centres, the LCR is incredibly diverse - geographically and culturally. This diversity, along with its size as the largest of the eight Northern Way city regions and its location at the heart of Yorkshire and England, make the Leeds City Region a distinctive and important asset for the UK.

the Leeds City Region is a leading knowledge economy, with

- the largest financial and business services sector in the country outside of London
- a growing presence in key sectors like bioscience, health and medical research; electrical and optical equipment; and digital and creative industries
- six universities, producing more than 27,000 graduates each year

we work as a city region because people live their lives across local authority boundaries...

The day-to-day lives of people do not start and stop at local authority boundaries. Instead, individuals often choose to live in one area, travel to work in another, go to school in another and do their shopping in another.

The LCR Partnership is about councils working across the boundaries in which people choose to live, work and spend their leisure time.

the big idea: why we are



the vision

The LCR Partnership brings together the ten city region local authorities and North Yorkshire County Council to work together toward common aims in areas such as transport, skills, housing and spatial planning.

We aim:

“ to develop an internationally recognised city region; to raise our economic performance; to spread prosperity across the whole of our city region, and to promote a better quality of life for all of those who live and work here. ”

However, what we bring to the table is not a new vision, but rather a new way of achieving this vision.

working together

...and together we can achieve more than the sum of our parts

With our incredible diversity comes great strength. Not only does our city region economy offer individuals and businesses a rich and unique quality of place, our Partnership brings together the strengths and voices of 11 local authorities, which will empower our councils to have greater say over the strategic services we provide to our communities.

In fact, with the publication of the Sub - National Review of Economic Development and Regeneration (SNR) in July of 2007, city regions across the country are being given the opportunity for greater freedoms and flexibilities to plan and deliver public services. The LCR Partnership is engaging proactively with these and will continue to do so into the future.

So the Partnership is also about collaborating to influence Government and accessing opportunities for devolution.



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a pioneer in city region working

The LCR Partnership was one of the first groups of local authorities to explore working together as a city region as early as 1999. In November 2004, representatives from these local authorities gathered for a City Region Economic Summit. Subsequently, Leaders and Chief Executives agreed a Concordat which outlined a shared vision and the principles of how we would work together.

On 11 September 2006 LCR partner authority Leaders agreed the City Region Development Programme (CRDP) which developed the Partnership's vision into a plan of action. Since that time, we have established the country's first legally constituted city region body, the Leaders' Board, along with a robust framework for working together with a common voice when we have a common interest.

These unprecedented advances have made possible city region working on a number of fronts which so far include transport, skills and housing, and will include innovation shortly.



Why it matters

If our development programme were fully implemented, we would achieve a boost to our economy (i.e. Gross Value Added (GVA) per capita) of 4% per annum by 2016, which would

- close the productivity gap with the England average;
- create around 150,000 net new jobs; and
- result in a £21.5 billion increase in GVA to the city region

In other words, success of the Partnership in the long-term will mean...

...a better quality of life for communities

First and foremost, the Partnership is about the communities we serve. By working together on those strategic areas where these communities necessarily interact, the Partnership facilitates the work of our partner councils in their responsibilities of delivering quality public services to their residents.

...a thriving market for business and enterprise

As one of the leading northern economies, the LCR is home to 100,000 businesses and produces around £47 billion each year

...a more prosperous northern economy

As the UK's largest financial and business services (FBS) centre outside of London, the success of the Leeds City Region economy promises benefits to the wider northern economy. And as the Government has recognised, a strong northern economy benefits not only the communities of the North, but those of the entire country.

our structures

Introduced in 2007, the Leaders' Board brings together the elected Leaders of our 11 partner authorities to take strategic decisions. It promotes the economic well-being of the city region and its communities, and provides the accountable 'voice' of the Leeds City Region.

The Leaders' Board is supported by advisory Panels which bring together city region Councillors and our partners to focus on the specific agendas of transport, skills and housing.

A further role is also played by our Business Leadership Group, which is made up of leading entrepreneurs from across the city region to provide private sector insight to the Partnership's agenda.

how we work

our partners

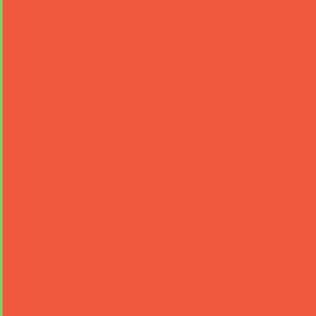
Creating a prosperous city region depends critically on our ability to work with our partners across sectors and Government.

Our partners include:

- Metro (West Yorkshire Passenger Transport Exec)
- South Yorkshire Passenger Transport Executive (SYPTEx)
- Universities
- Private sector
- Yorkshire Forward
- Yorkshire and Humber Assembly (YHA)
- The Northern Way

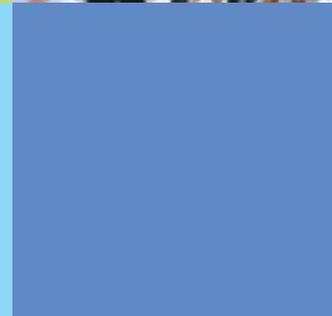
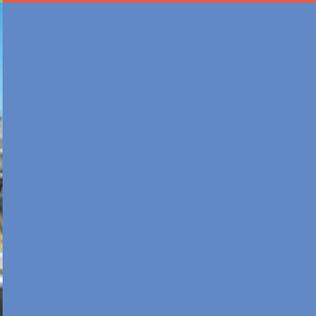
Within Government, we work with a variety of Departments and agencies, especially:

- Government departments, including
 - Department for Communities and Local Government (CLG)
 - Department for Innovation, Universities and Schools (DIUS)
 - Department for Work and Pensions (DWP)
 - Department for Transport (DfT)
 - Department for Business Enterprise and Regulatory Reform (BERR)
- Government agencies, including:
 - Highways Agency
 - Network Rail
 - Learning and Skills Council (LSC)
 - Higher Education Funding Council for England (HEFCE)
 - Qualifications and Curriculum Authority (QCA)
 - Jobcentre Plus
 - Government Office, Yorkshire and Humber (GOYH)



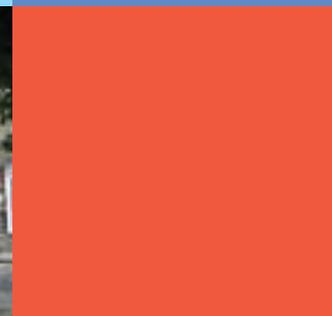
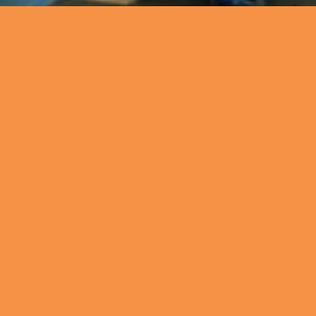
Bradford

Selby



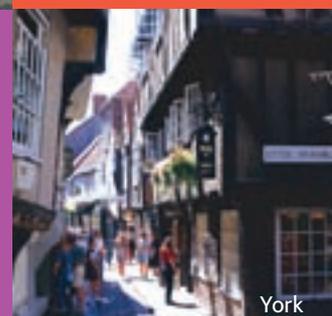
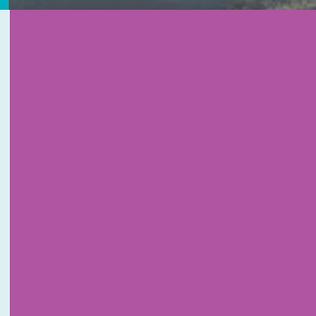
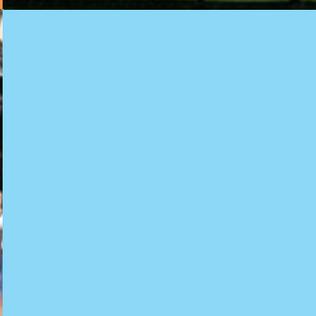
Barnsley

Calderdale



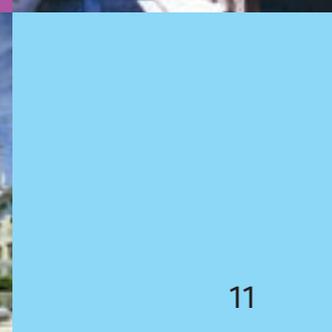
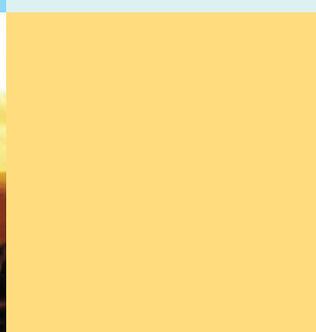
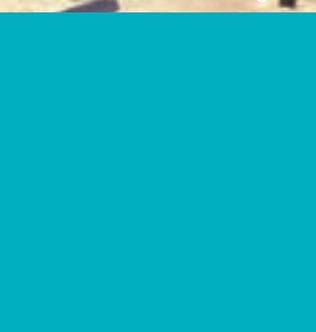
Wakefield

Craven



Harrogate

York



Kirklees

Leeds

The Leeds City Region partner authorities will work together over 2008-09 to achieve:

- a better-connected transport system for the city region
- an environmentally-friendly approach to providing new and more affordable housing for those that need it
- an improved system of providing higher level skills to attract and keep businesses in the city region
- more powers and funding for the city region authorities to make our vision a reality

our agenda

for 2008-09



headline achievements, 2007-08

- Establishment of Leaders' Board and Panels (Transport, Skills, Housing) (April 2007-April 2008)
- Commissioning of a review of transport governance in the city region, in response to the Local Transport Bill (December 2007)
- Submission of an LCR New Growth Points bid (October 2007)
- Joint LCR Response to Secretary of State's proposed Regional Spatial Strategy modifications (December 2007)
- Completion of study into feasibility of an eco-town in the LCR (June 2008)

context

A strong Leeds City Region contributes to a strong northern economy, which benefits not only communities in the North of the country, but the entire country - a reality that is now widely accepted at all levels, including in Government.

The 2004 introduction of a Public Service Agreement (PSA) dedicated to Regional Economic Performance (REP) has committed central Government to "Make sustainable improvements in the economic performance of all English regions and reduce the persistent gap in growth rates between the regions." (PSA 7)

The Government has also recognised that economic strength is driven not solely by decisions made in Westminster, but by city regions and local authorities themselves. With the publication of the Sub - National Review of Economic Development and Regeneration (SNR) in July of 2007, the Government has introduced a host of changes to the way decisions are taken at regional, sub-regional and local levels, which include empowering local authorities, particularly through city regions.

It is our intention to grasp the opportunities presented by the SNR, and work alongside our partners and Government to move forward toward our vision of a stronger, more prosperous city region.

It is this challenge - the challenge of developing the capacity at city region level to deliver real results - that will dominate the year to come.

priority 1: connectivity

This year, we will use the opportunities presented by the Local Transport Bill (LTB) and SNR to review the way we plan and deliver transport and to make the case for our transport priorities.

action for 2008-09

- We will consider the results of a transport governance review which we have commissioned and is due for completion in late 2008, and whether changes need to be made to our transport governance structures
- We will update our Transport Vision and review/clarify our priorities in advance of the Autumn Regional Funding Allocation (RFA) process
- We will continue to make the case for investment in rail, both in terms of capacity and electrification of rail to unlock continued growth and regeneration
- We aim to pilot a first stage of a city region-wide rail ticket
- We will consider the scope for developing an evidence base for a more integrated system of infrastructure across the LCR, including critical infrastructure (i.e. energy supply, transport, waste management, water supply, waste water treatment, flood risk management, and communications), and green infrastructure (i.e. open spaces which are an integral part of our built environment)

progress in 2007-08

- Establishment of an LCR Transport Panel (May 2007)
- Joint LCR response to the Draft Local Transport Bill (September 2007)
- Commissioning of a review of transport governance in the city region (December 2007)
- Co-hosting of *Integrated Infrastructure: Securing the prospects of Leeds City Region* seminar (November 2007)

what our partners can do

- Relevant partners, including DfT, have agreed to support the commitments in our MAA
- Government can provide flexibility on infrastructure funding, particularly virement between transport funding pots and between funding years
- YHA can allocate funding to meet the needs identified in our Autumn submission to the RFA review



priority 2: sustainable communities

This year, we will respond to the very real challenge to provide a greater number of sustainable and affordable homes, ensuring that these efforts support and contribute to regeneration and that the right infrastructure is in place to minimise our carbon footprint.

action for 2008-09

- We will work with Government to consider options for delivering new and more affordable housing across the city region
- We will input to the early Regional Spatial Strategy (RSS) Review which begins this year, which will subsequently inform the preparation of Local Development Frameworks (LDFs)
- We will explore the scope for a city region housing strategy and corresponding arrangements for coordinating housing investment across the city region, in order to more effectively coordinate investment across the area
- We will seek to regularly input into the wider housing agenda nationally, through the Homes and Communities Agency (HCA), and regionally, through the Regional Housing Board
- We will also work together to access the infrastructure funding needed to support increased levels of regeneration and renewal

progress in 2007-08

- Submission of a New Growth Points bid (October 2007)
- Joint LCR Response to Secretary of State's proposed Regional Spatial Strategy modifications (December 2007)
- Establishment of a Housing Panel (April 2008)

what our partners can do

- Government can work with the Partnership to consider solutions to our housing needs
- CLG can provide input to our review of planning and delivery arrangements for housing, as well as freedom and flexibility for the LCR to make changes to these arrangements
- Government can align funding streams which contribute to the delivery of housing, including infrastructure funding



priority 3: skills for the knowledge economy

This year, the LCR Skills & Labour Market Panel will focus on the higher-level skills agenda and start exploring new ways of involving businesses in that agenda. The Partnership will also develop new relationships with existing skills authorities and agencies so that we can have a say in the national skills agenda.

action for 2008-09

- We will begin the year with a series of employer-driven roundtable discussions to consider the current issues facing our key economic drivers and how we can better engage Small and Medium-Sized Enterprise (SMEs) in the planning and delivery of the skills agenda
- On the basis of this work, the Skills Panel will develop a work programme for the coming year, which will focus on developing new ways of working with key partners to tackle skills issues affecting the city region's key sectors.
- Finally, we will seek to input to and influence local, regional and national strategic commissioning documents and the planning of skills

progress in 2007-08

- Establishment of a Skills & Labour Market Panel (June 2007)
- LCR Response to European Social Fund (ESF) Consultation (June 2007)

what our partners can do

- Partners can work with the LCR Partnership to strengthen and support SME engagement in the skills agenda across the city region
- Government and partners can work with the LCR Partnership to move planning and resource allocation to the city region level, and to specifically support the development and growth of our key economic drivers
- Government and partners can ensure that the Leeds City Region Partnership is a named consultee for all key local, regional and national policies and consultations concerned with the planning, commissioning and delivery of skills
- Government can work with the appropriate Departments and Statutory Agencies to identify pilot flexibilities for SMEs in the accreditation of in-house training at level 3 / 4+ courses which relate to our key economic drivers and sectors



priority 4: stronger collaboration for greater freedoms and flexibilities

The Partnership will strengthen our governance framework, in order to ensure that it engages all relevant stakeholders and can effectively translate city region ideas to city region actions.

action for 2008-09

- We will deliver the commitments of our Multi-Area Agreement (MAA)
- We will work toward city region Investment Planning arrangements from April 2009
- We will develop an Economy & Innovation Panel
- Finally, the Partnership will continue to develop our engagement of the city region Business Leadership Group in city region decisions as we move forward

progress in 2007-08

- Establishment of Leaders' Board (April 2007)
- Establishment of Skills & Labour Market, Transport and Housing Panels (from May 2007)
- Agreement to commit resources to an independently resourced Secretariat (October 2007)
- Establishment of the LCR Business Leadership Group (November 2007)
- Signing off one of the country's first Multi-area Agreements (MAA) (July 2008)

what our partners can do

- CLG, DfT, DIUS and our partners in transport and skills have all agreed to work with the Partnership to deliver the outcomes of our MAA
- Government Departments can work with the LCR Partnership to pilot further freedoms and flexibilities in order to further the Government's devolutionary agenda
- Government Departments and Yorkshire Forward can sensitise their decision making and alignment of resources on the basis of city regions
- HM Treasury can continue to explore more devolved and flexible funding mechanisms for effective local government financing



appendix: summary of the Leeds City Region MAA

Our Higher Level Skills Asks	What we require of Government	What we will deliver
<p>Ask 1: Strategic Alignment</p> <p>Ask 2: Employer engagement</p> <p>Ask 3: Streamlined approach to accreditation and 'credit accumulation</p>	<p>1.1 Recognition by DIUS of city region priority to address higher level skills by July 2008.</p> <p>1.2 DIUS and its agencies will participate in the development of a higher level skills plan for the city region, to be prepared by April 2009.</p> <p>1.3 Leeds city region to be consulted from July 2008 on LSC, HEFCE, Integrated Regional Strategy and national skills policy/legislation.</p> <p>With DIUS, test innovative engagement approaches, using a representative cohort of city region of SMEs.</p> <p>This work will require additional flexibility from DIUS/LSC and the QCA on the courses eligible for public funding.</p> <p>Pilot flexibilities in the accreditation of in-house training and credit accumulation within Leeds city region SMEs of level 3 / 4+ courses which directly relate to our key economic drivers/sectors, by April 2009.</p>	<ul style="list-style-type: none"> • Leeds city region plan for higher level skills, with funding aligned around city region outcomes; • city region influence on regional and national policy/legislation; and • policy alignment that supports the DIUS economic competitiveness objective. <ul style="list-style-type: none"> • established and representative cohort of (circa 200) SMEs by 2008; • feed learning into city region/national policy; and • cohort become sector champions, and disseminate best practice to our other SMEs. <ul style="list-style-type: none"> • streamlined accreditation increases uptake of skills; • reduction in reported high level skills gaps; • increase in higher level qualifications gained; and • wider benefits, such as engaging hard to reach employers.
Our Transport Asks	What we require of Government	What we will deliver
<p>Ask 1: Transport Strategy that delivers aligned Leeds City Region and Government outcomes and priorities</p> <p>Ask 2: Delegation to improve the allocative efficiency of agreed transport funding</p> <p>Ask 3: Enable the city region to remove operational barriers to the delivery of an integrated transport system</p>	<p>1.1 DfT and its agencies will participate in the development of a Leeds city region cross modal 10-15 year Transport Strategy, consistent with broader regional strategy.</p> <p>1.2 Leeds city region to be consulted on transport policy proposals which are circulated to local authorities or regional bodies, by July 2008.</p> <p>2.1 DfT to work with Leeds city region to accelerate the delivery of smaller major schemes, e.g. more robust performance management framework, a light touch appraisal process and financial incentives for more efficient delivery (retention of savings within Leeds city region), by October 2008.</p> <p>2.2 All LTP funding to be made available to individual partners in cash grant from 2011 subject to decisions on RSG and subject to Leeds city region developing a joint Transport Strategy which fulfils the same purpose as a joint-LTP.</p> <p>3.1 Responsibility for the management of the Northern rail franchise within the city region on behalf of the DfT.</p> <p>3.2 Ability to implement bus/rail ticketing schemes beyond the West Yorkshire boundary (Metocard).</p>	<p>Nationally recognised Transport Strategy in place by June 2009 that aligns and influences national priorities, investment plans and outcomes, including DfT economic growth and access to jobs DSOs.</p> <p>Collectively, these proposed financial freedoms will:</p> <ul style="list-style-type: none"> • Sharpen the focus of transport investment on delivering faster economic growth, in line with our CRDP forecasts; • unlock LTP block funding potential to deliver aligned city region outcomes. • through retaining cashable savings, incentivise local partners to support national and regional scheme delivery. <ul style="list-style-type: none"> • Ticketing scheme across Leeds city region to improve the functioning of the labour market. • Increased influence on Northern / Network Rail to meet the needs of the city region e.g. performance and quality of services.





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