

Report of the Strategic Director - Regeneration to the meeting of Corporate Overview and Scrutiny Committee to be held on 7th September 2016.

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Subject:

Update report on West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP).

Summary statement:

A report on progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP). Report includes details on regeneration, transport, public service reform and governance. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.

1. SUMMARY

- 1.1. This is a report on progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP) as it enters its second full year of operations. The report includes details on regeneration, transport, public service reform and governance. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.
- 1.2 This report focuses on the Corporate Overview and Scrutiny (O&S) remit and the WYCA/LEP relationships with and support to Council policy, ambitions, priorities and resources. This report aims to provide an overview of WYCA/LEP and key issues for Committee and member consideration. It is not a fully comprehensive review of WYCA/LEP. Corporate O&S previously considered WYCA/LEP on 8 September 2015.

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**Primary Portfolio:
Leader**

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Overview & Scrutiny Area:

**Corporate; Regeneration & Economy;
Environment & Waste; Health & Social Care;
Children's Services**

Regeneration and Economy O&S considered WYCA/LEP from a regeneration perspective in March 2016.

1.3 Appendix 1 provides a glossary of key terms and acronyms used in the report.

2. BACKGROUND

2.1 WYCA came into being in Summer 2015, this followed a year of shadow arrangements during 2014-15. WYCA is now entering its second full year of operations.

WYCA – formal local authority body	LEP – business partnership with political leaders supported by WYCA
<p>Transformative Vision: “To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.”</p>	
<p>West Yorkshire Combined Authority is a driving force for prosperity and economic growth across the Bradford, Calderdale, Kirklees, Leeds and Wakefield districts and the City of York Council area.</p> <p>WYCA works with private and public sector partners to raise the quality of life in our region through businesses growth, job creation, a trained and skilled workforce and the building of new and affordable homes, underpinned by a modern, integrated transport network.</p> <p>The West Yorkshire Combined Authority (CA) is a collaboration between the West Yorkshire authorities and is the place where work that cuts across the whole of West Yorkshire and city region is undertaken.</p> <p>The CA is a governing board of nine political leaders, plus the chair of the Leeds City Region Enterprise Partnership (LEP).</p> <p>The CA and the LEP are supported by an officer organisation that undertakes their Boards’ policies and actions. In some cases CA officers do the work themselves and in other cases work is commissioned from local authority or wider partners.</p> <p>As part of this vision, the officer body’s mission is, to be “the driving force for delivering an outstanding economy with better connectivity and services for businesses, people and places, on behalf of CA.”</p>	<p>The LEP and CA have a joint vision for economic growth in the City Region, which is, to create a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.</p> <p>The LEP aims to unlock the Leeds City Region’s vast economic potential by enabling businesses to grow and develop.</p> <p>The LEP works with partners across the public and private sectors with the goal of stimulating growth that will create jobs and prosperity for everyone who lives, works and does business here.</p> <p>Develops strategy and policy aimed at meeting both the current and the future needs of the city-region's economy.</p> <p>Undertakes specific project delivery that supports businesses and accelerate growth.</p>

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2.2 The Leeds City Region Strategic Economic Plan 2016-2036 was adopted and launched in Spring 2016. This sets out key priorities and supports Bradford District priorities especially “Better skills, more good jobs and a growing economy”:

- Strategic Economic Plan demonstrates how the LEP/WYCA and partners will create an extra 35,700 jobs for local people over the next 20 years, and grow the City Region economy at a faster rate than the national average. Central to the shared vision is good growth – ensuring that improved business productivity and profitability leads to a stronger economy and environment that everyone who lives and works in the City Region can benefit from.
- This Strategic Economic Plan was revised in May 2016 and builds on the initial LEP plan which was published in 2014, and led to the City Region City Region securing a £1 billion Growth Deal– the largest such deal of any LEP area nationally. The original plan was reviewed to take account of developments locally – including closer collaboration between the LEP and Combined Authority, and the opportunities of a City Region devolution deal – and changes in the regional, national and local economy.
- The Plan takes the next steps towards delivering the shared ambitions at a bigger scale and focuses on ten ‘big impact’ projects that will make a major difference to growth and jobs under four priorities (see Appendix 2):
 - Growing Business
 - Skilled People, Better jobs
 - Clean energy and environmental resilience
 - Infrastructure for Growth
- A key ambition is to support Leeds City Region to become a net contributor to UK public finances and the wider economy, addressing local financial self-reliance for the public sector, investing in prosperity and well-being, as well as the response to central Government and local public finances and management.

2.3 Since being established in April 2014, West Yorkshire Combined Authority has:

- secured a £1billion-plus Growth Deal to support growing businesses, develop a skilled and prosperous workforce, improve energy efficiency and create the housing and transport infrastructure for growth.
- worked closely with the LEP to create an additional 3,200 jobs, unlock around £491m of private sector investment in the region and support over 4,000 businesses.
- opened new rail stations at Apperley Bridge and Kirkstall Forge, a new Leeds rail Station Southern Entrance, Castleford Bus Station, and is working with partners to build the new Low Moor rail station and the feasibility of a new station in Elland.
- worked with Rail North to deliver improved rail services to new destinations such as Chester, Liverpool, Sheffield, Nottingham and Manchester Airport which will be phased in by 2019 utilising brand new rolling stock.
- approved £55m for 14 Growth Deal projects and programmes that have attracted almost £350m in private sector investment designed to create around 4,000 jobs, and up to 700 homes.
- agreed half-fare bus and train travel for all 16 to 18 year-olds living in West Yorkshire to increase their access to apprenticeships and training.
- put in place a £5m Business Flood Recovery Fund to help small and medium-sized businesses across Leeds City Region recover from the effects of the Boxing Day

floods.

- awarded £17m of Growth Deal funding to Shipley College, Calderdale College, Kirklees College and Leeds City College's Printworks Campus and to enable them to support skills development and training for young people.

2.4 Over the next 12 months, West Yorkshire Combined Authority will be working with its partners to:

- agree a follow-on devolution deal to build upon the significant powers and funding already secured.
- progress its 10-year £1bn programme of 26 transformational Transport Fund schemes designed to maximise growth and create up to 20,000 jobs.
- continue the 'Better Homes Yorkshire' programme, which has already seen over 1,700 households benefit from energy efficiency measures including central heating systems and insulation that make their homes warmer and healthier to live in.
- support small and medium-sized employers to offer apprenticeships through grant of up to £2,000 per placement.
- provide Leeds College of Building with funding to provide sub-regional world-class facilities to meet the growing needs and skills gaps in the construction industry
- carry out a full public consultation on local bus services as part of plans to develop an integrated metro-style transport system for West Yorkshire and the City Region.
- complete the roll-out of MCard, the largest travel smartcard scheme of its kind outside London.
- Support to the development of the Northern Powerhouse Investment Fund (NPIF)
- Work with the LEP addressing key challenges and opportunities arising from the EU Referendum, ensuring that the city region is prepared to act and provide reassurance to investors.

2.5 Details on the financial and resources issues is set out in Section 4 of this report.

Alignment with District Plan and Council priorities is managed through:

- Executive, Leader and Portfolio Holder involvement as well as wider political engagement in the governance of the respective arrangements.
- District ambitions and priorities – as expressed in the District Plan – informing and steering collaboration, strategy/policy, investment planning, scheme design/operations and delivery.
- Chief Executive, senior management and officer involvement in partnership, joint work and the operations and key activities of WYCA/LEP.
- WYCA O&S as well as Bradford Council O&S activity.
- Day-to-day member and officer involvement in WYCA/LEP including bus, rail, road and other transport issues, services provision and performance, as well as involvement in the Bradford District Consultation sub-committee.

2.6 District priorities illustrates how the sub-regional work supports and delivers on District ambitions and priorities, including:

- Northern Powerhouse Rail – routing and station prioritisation for Bradford within and across the North of England.
- Business support through LEP – reported through Regeneration and Economy Overview and Scrutiny Committee.
- Inward investment and trade especially through LEP.
- Place-marketing – promoting Bradford District in the wider City-Region and to the world.

- The SEP contains headline initiatives that represent ‘the large scale ‘game changers’ that will make pivotal inroads into achieving the City Region’s vision’. Under Priority 4: Infrastructure for Growth the headline initiatives include developing and regenerating integrated Spatial Priority Areas (SPAs) and prioritising investment in SPAs to maximise the City Region’s economic, housing and regeneration potential. Three categories of SPAs have been identified: Urban Growth Centres; Housing Growth Areas; and Employment Growth Areas. Bradford has a SPA in each of the three categories:
 - Bradford City Centre is identified as an Urban Growth Centre
 - Bradford-ShIPLEY Canal Road Corridor is identified as a Housing Growth Area
 - Gain Lane, Parry Lane & Staithgate Lane form part of the pan city region M62 Enterprise Zone which is identified as an Employment Growth Area
- The LEP and West Yorkshire Combined Authority are bidding for an additional £109m from the third round of the government’s Growth Deals funding programme to boost jobs and economic growth in the City Region. This additional funding has the potential to create up to 10,000 extra jobs in the region, as well as safeguard a further 10,000 jobs in areas at risk of flooding and unlock land to build over 300 new homes. A key aim of the round three bid is to bring forward key development sites for employment and business growth including the North Kirklees Growth Zone, Enterprise Zone sites in Bradford, Calderdale (Clifton), Kirklees (Lindley Moore and Mirfield), Leeds and Wakefield, and Leeds South Bank – the location of the future “Yorkshire Hub” HS2 station. Other proposals focus on securing additional, targeted investment for flood defences, broadband upgrades and innovation in low carbon energy technologies, alongside measures to increase inward investment, innovation and skills development through capital grants for businesses in priority sectors such as manufacturing and digital.

2.7 Northern Powerhouse developments have continued through the last year, including Transport for the North (TfN - the new body that will have statutory authority for long term transport investment strategy in the North, with WYCA to be a constituent authority in TfN) Transport strategy, key work-streams, influencing Government spending plans and Northern Powerhouse transport strategic economic case. A TfN commissioned Independent Economic published in June 2016, identifies key capabilities across the North which could provide the foundations for closing a major gap in productivity, generating new jobs and enhancing global competitiveness.

2.8 As part of the context for WYCA/LEP, the Northern Transport Strategy aims to support:

- Rebalancing the economy: “economic growth in the North to be at least as high as the rest of the country, to complement and act as a balance to the economic weight of London. To increase productivity to meet the levels currently only seen in London and the South East.”
- Creating “a single economy in the North of England’: world class transport system must better link up the individual cities and towns in the North, to allow them to function as a single economy and be stronger than the sum of their parts.”

2.9 WYCA is developing as an organisation, facing efficiency and resource pressures as well as growing demands for its services and business objectives. It is a collaborative organisation with the five local authorities of West Yorkshire being fundamentally connected as constituent Councils. The WYCA 2016-17 Corporate Plan reflects not only the key priorities for the Combined Authority – aligned to supporting the SEP – but also planned and approved organisational transformation – both for internal

improvements but also major changes to governance, strategy, delivery and resource management.

Delivery and programme management is seeing a marked investment in Programme Management and approach. Schemes and project delivery is assessed via a strategic appraisal framework (SAF), aligned to the Treasury Green Book. There is also an approved Assurance Framework in place for City/Growth Deal management, in the relationship with Department for Business, Energy & Industrial Strategy (BEIS). WYCA have also approved changes to delegation and decision making to accelerate and secure effective delivery.

2.10 As an example of the topics covered by WYCA, the meeting 28 July 2016 considered:

- Implications of the Referendum on EU Membership
- Leeds City Region Growth Deal 3 and Large Local Major Schemes
- Transport for the North
- HS2 Update and LCR input into Northern Powerhouse Rail
- Project and spending approvals
- West Yorkshire Transport Strategy
- LCR Infrastructure Investment Framework
- WYCA Project Delivery and Programme Management Office
- WYCA Corporate Plan 2016-17
- WYCA Appointments and Nominations
- Business Rates Consultation

2.11 National, regional and local transport schemes that will help to generate good quality growth in the local economy are pivotal to the Council working with and through the WYCA/LEP. On HS2 and Northern Powerhouse Rail it is agreed that there is a strong case for stations in Bradford and York on the planned East West additional route. At the July meeting, Combined Authority members stressed the need for seamless connections and interchange with an improved local transport network to ensure the benefits of HS2 and Northern Powerhouse Rail are felt by people right across Leeds City Region.

2.12 Combined Authority also stressed their commitment to ensuring the funding promised by the Department for Transport after the cancellation of NGT is invested in a way that provides the optimum benefits across the City Region. Leeds Council will be discussing the range of options with other WY Authorities and stakeholders over the summer.

2.13 Combined Authority is also undertaking a three-month YourTravelYourSay consultation on new, 20-year Transport and Bus Strategies, reshaping the current West Yorkshire Local Transport Plan, setting out how a modern, effective and integrated transport system can help people make the journeys they need to for jobs, education and leisure.

2.14 Employment and Skills remains an area of focus for both WYCA and the LEP. The new LCR Employment and Skills Plan was launched on 30th June 2016 following consultation across the region and with officers. The high level nature of the plan enables the link to be made to local strategy and initiatives, such as Get Bradford Working. A number of successful programmes have been delivered by the LEP and Local Authorities to tackle youth unemployment, such as Apprenticeship Hubs, Headstart and Devolved Youth. These programmes overall supported over 6,200 young

people, aged 16-24, into positive destinations – jobs, full time education and training. The LEP/WYCA continues to request funds for such programmes and ESIF programmes have been based on these successful schemes.

3. OTHER CONSIDERATIONS

- 3.1 WYCA supports the political and organisational conversations, collaboration and cooperation between WY Councils and those of the wider city-region. A number of public policy and public sector reform challenges and opportunities are being discussed and progressed through West Yorkshire and related arrangements. Wider agendas include Health and Social Care integration, skills and employment, efficient and effective blue light services, Children's Services, cohesion and social mobility, public services redesign and digital development. Specific topics like inclusive growth (aligned to the Royal Society of the Arts RSA national Commission as well as more local Joseph Rowntree Foundation collaboration).
- 3.2 Further developments in sub-national delegation, decentralisation and devolution remain under political negotiation for West Yorkshire and Leeds City Region. These build on the existing LCR Devolution Deal agreed in March 2015. Progress and plans are expected under the new Prime Minister, Chancellor and ministerial team, through HM Treasury coordination. Policy announcements on enhancing local control and on maintaining momentum on the Northern Powerhouse initiative and emerging British Powerhouse plans have been made. Local, Northern, Core City and local government announcements continue to push for powers and resources from HM Government and government departments and bodies.
- 3.3 This has been clearly linked to the intention for the UK to exit the European Union and for arrangements to support thriving cities, places and economy in the light of Brexit negotiations, challenges and opportunities. WY and LCR political leaders continue to make the case and prepare for further and deeper devolution and resources for local government and local places. A dedicated report on these matters is due to this Committee in Autumn 2016.
- 3.4 Passenger Transport and transport matters generally are considered by the WYCA Bradford District Consultation Sub Committee. The next meeting of which will be held on Friday 21 October 2016.
- 3.5 CBMDC Governance & Audit Committee (GAC), Regeneration & Economy O&S as well as Environment and Waste O&S have also considered reports on WYCA/LEP from their respective remits. They have WYCA/LEP to review in their work programmes for 2016-17.
- 3.6 Members have requested attention on the connection between WYCA/LEP day-to-day matters and the work of District elected members and officers. Member training, development and support materials are being developed, with a WYCA/LEP session being planned for November 2016. Key WYCA Decisions are reported through CBMDC Executive.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 For the Financial Year 2016-17 Bradford will contribute over £24m to WYCA and LEP and this directly supports the organisation, political leadership & governance, operations and investment in West Yorkshire. Services WYCA provide are part-funded by a 'levy' on the West Yorkshire Councils, while other capital funding comes from the Department for Transport (via Local Transport Plan - LTP - funding), the European Union, and from public and private sector match funding
- 4.2 The Corporate Plan for WYCA 2016-17 is now published and a Budget set for 2016-17. Further details are set out in Appendix 3.
- 4.3 The table below provides an indicative summary of the sub-regional investment into Bradford District, alongside the contribution – which at about 23% of all sub region contributions is based on local population size.

Sub-Regional Investment into Bradford District (LEP & Partners)	2015-16	2016-17
	£m	£m
WYTF Total	0.30	2.30
Total Other transport & passenger services	30.90	31.00
Total Housing Regeneration	0.00	4.50
Total Resource Smart City	0.00	1.30
Total - Skilled and Flexible workforce	0.25	12.10
TOTAL BRADFORD DISTRICT SUB-REGIONAL INVESTMENT	31.45	51.20
TOTAL BRADFORD CONTRIBUTION TO SUB REGION	-25.70	-24.45

- 4.4 The lion share of budgeted investment by WYCA relates to transport activities, largely funded by the transport levy. WYCA's programme follows the defined priorities developed as part of the Strategic Economic Plan as well as seeking to align to local ambitions and priorities.
- 4.5 WYCA is also the accountable body for the LEP which undertakes the economic development functions for the region. This year the budget for WYCA represents the full extent of the WYCA - taking into account LEP support, Inward Investment & marketing and other elements previously managed discretely.
- 4.6 The budget includes the costs of the Growth Deal Programme which is expected to secure sufficient measurable delivery to trigger further transformational funding beyond 2021 subject to gateway appraisal in 2019-20.
- 4.7 Government has set a Growth Deal spending allocation of £68.3m for Leeds City Region for financial year 2015/16. Work is progressing in WYCA to identify, confirm and manage the full extent of 2016/17 investment in the shared Growth Deal projects and programmes. It is likely that eventual spending on the above projects will fall short of the target of £158m. WYCA are prioritising the maximisation of investment this year – not only because this expenditure can make a real difference to economic prospects in the City Region, but also because government is likely to take the shared delivery record into account in determining any 'Growth Deal 3' settlement, and could potentially even claw back some of the existing allocation for future years.
- 4.8 In the first year of Growth Deal delivery, close to £40m has been committed to projects including business grant programmes that have supported 200 small and medium-sized enterprises and is expected to create 3,300 new jobs; a business flood recovery fund that has provided £1.4m capital funding for firms whose plant, machinery or premises were damaged in the Christmas 2015 floods; 10 further education (FE) projects worth a total of £66.5m; and the £35m Wakefield Eastern Relief Road Scheme, set for completion later this year, which will ease congestion while opening up land for housing.
- 4.9 Specific arrangements for financial reporting, performance management and risk management are in place both for the organisation and for the multi-million pound transport and regeneration programmes. For the Growth/City Deal, there is a detailed Assurance Framework, agreed with Government (BIS, now BEIS) to ensure controls

and performance.

- 4.10 The contribution from Bradford District is subject to review through the Medium Term Financial Strategy and annual Budget process. WYCA is working with the constituent Councils to look at the key shared and unique issues for each local authority in public funding, demand pressures and public sector reform.
- 4.11 The Leeds City Region has been notionally allocated £303 million (at February 2016 sterling prices) of funding from the European Union to support business growth and create jobs for people in the region. European Structural and Investment Funds (ESIF) Strategy sets out how our City Region's EU funding allocation will be invested to achieve a range of objectives over the next seven to ten years. The LEP plays a key role, working alongside other stakeholders, in determining how this funding should be invested to create the best economic outcomes for the City Region. This is clearly part of the key risks being addressed locally, sub-regionally and nationally. around the negotiations and arrangements for the UK to leave the European Union.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Effective working with and through WYCA/LEP is essential for cross-boundary, sub-regional and sub-national powers, resources and delivery in support of the District priorities and longer term ambitions.
- 5.2 The Leader and Portfolio Holder (Regeneration, Planning and Transport) are directly involved in key arenas of WYCA/LEP and there are other key appointments and nominations from CBMDC elected members. Fuller details of member involvement 2016-17 are available on the [committee pages](#) of the WYCA website.

Leader

WYCA Member and LEP Board
WY&Y Investment Committee
WYCA LCR Partnership Committee
LEP Employment and Skills Panel
LCR Business Rates Pool Joint Committee

Portfolio Holder – Regeneration, Planning and Transport

WY&Y Investment Committee
WYCA Transport Committee

- 5.3 The LEP board brings together business and council leaders to oversee and make strategic decisions related to the Strategic Economic Plan. Roger Marsh (Chair of the LEP) is a member of Bradford District Producer City Board. There are key business leaders from Bradford District involved in the LEP and its Panels for 2016-17.
- 5.4 CBMDC Governance and Audit Committee maintains an overview on WYCA/LEP in terms of accountability, governance, involvement and reporting. In addition WYCA, as a local government body has its own Governance and Audit committee and arrangements as well as its own Overview & Scrutiny committee and work plan (see Appendix 4 for details of meetings).

- 5.5 Involvement in Northern and external arenas, like Transport for the North, is through a mix of city-region political and business representation. For instance TfN Partnership Board has direct involvement of Cllr Keith Wakefield (Leeds City Council/Leeds City Region – WYCA Transport Committee Chairman) and Roger Marsh (LEP Chairman). Communications and involvement is under constant review to ensure Bradford’s ambitions, issues and opportunities are well-placed in the wider Northern and UK context. There are also specific arrangements for key developments like the Calder Valley line improvement.
- 5.6 The Council’s Corporate Risk Register includes reference to WYCA/LCR involvement and the Council’s active management of strategic, tactical and operational risks.

6. LEGAL APPRAISAL

- 6.1 There are no direct legal issues arising from this report.
- 6.2 A number of Government policy goals and legislative changes are in play. The Cities and Local Government Devolution Act 2016 provides the framework for the negotiations and arrangements for sub-national decentralisation and potential further devolution for the sub-region.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

No direct equality and diversity issues arising from this report.

7.2 SUSTAINABILITY IMPLICATIONS

Sub-national decentralisation and devolution works to support prosperity, well-being and resilience. By working through and with sub-regional and sub-national arrangements, Bradford Council is seeking to ensure sound investment and positive change in the face of immediate and longer term challenges and opportunities.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct impacts arising from the matters raised in this report. WYCA/LEP have their own arrangements in place for managing emissions and climate change issues. There is explicit attention on these matters through the LCR Strategic Economic Plan 2016-2036, the emerging Single Transport Plan and the existing Integrated Transport Plan.

7.4 COMMUNITY SAFETY IMPLICATIONS

There are no direct Community Safety implications arising from this report.

7.5 HUMAN RIGHTS ACT

There are no direct Human Rights Act implications arising from this report.

7.6 TRADE UNION

There are no direct Trade Union implications arising from this report. Alignment of resources and staff on collaboration, programme management and delivery is core to the on-going relationship between the Council, WYCA and neighbouring Local Authorities (LAs) and partners.

7.7 WARD IMPLICATIONS

WYCA/LEP provide support, services and investment across all the wards of West Yorkshire and the wider city-region. Passenger transport issues are dealt with on a day-to-day basis but also are reviewed and supported through the Bradford District Consultation Sub-Committee which involves Bradford District elected members.

There are a number of live schemes and planned investments, including for Bradford City Centre (Bradford Interchange and Bradford Forster Square), Canal Road Corridor, South Bradford and Keighley, that are either on-site, being prepared for delivery or in the scoping/feasibility or design stages.

Day-to-day work of Metro and passenger services, including bus and rail covers the whole District. Communication and arrangements are in place to ensure effective provision across the district, for urban and rural communities and in the context of mobility and accessibility for West Yorkshire and wider connectivity.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

- 9.1 This is an update report on WYCA/LEP. Corporate O&S members are asked to consider the key issues set out in the report and appendices.

10. RECOMMENDATIONS

- 10.1 Members are asked to consider the report and comment on its content.

11. APPENDICES

Appendix 1 – Glossary/Acronyms

Appendix 2 - Leeds City Region Strategic Economic Plan SEP 2016-2036 Overview

Appendix 3 – WYCA Business Plan 2016-17 Overview – extract

Appendix 4 – WYCA Overview & Scrutiny 2014-16 Summary

12. BACKGROUND DOCUMENTS

[WYCA Corporate Plan 2016-17](#), as tabled WYCA meeting 28 July 2016

[Leeds City Region Growth Deal Delivery, 2015/16 and 2016/17](#), 7 June 2016

WYCA – [January 2016 Successes Briefing Sheet](#)
LEP [Impact Report 2011-2015](#), December 2015

Corporate O&S Report, WYCA/LEP including
WEST YORKSHIRE COMBINED AUTHORITY AND LEEDS CITY REGION ENTERPRISE PARTNERSHIP:
UPDATE AND PROGRESS REPORT (Document "N") 8th September 2015

Regeneration and Economy O&S Report and decisions, WYCA/LEP including
BRADFORD IN THE LEEDS CITY REGION: LEEDS CITY REGION LOCAL ENTERPRISE PARTNERSHIP
(LEP) AND WEST YORKSHIRE COMBINED AUTHORITY (WYCA) UPDATE 9th March 2016

Environment & Waste O&S, WYCA/LEP (transport focus) including
WEST YORKSHIRE COMBINED AUTHORITY (DOCUMENT "V") 1st December 2015

LCR [Strategic Economic Plan 2016](#)

LCR [Strategic Economic Plan Consultation Log](#)

LCR [Economic Assessment 2016](#)

Growth Deal 3 – [Bid for extra £109m Growth Deal funding to boost jobs and growth](#)– 28
July 2016

[Plan to create 36,000 new jobs in Leeds City Region unveiled](#) - 27 May 2016

[North's strategic transport organisation attending Combined Authority meeting](#) - 22 June
2016

[Three-month consultation on West Yorkshire's transport underway](#) - 20 July 2016

Internet resources

[West Yorkshire Combined Authority - WYCA](#)

[West Yorkshire and York Investment Committee](#)

[WYCA Transport Committee](#)

[WYCA Bradford District Consultation Sub Committee](#)

[WYCA Governance and Audit Committee](#)

[WYCA Overview and Scrutiny Committee](#)

[Leeds City Region Enterprise Partnership LEP](#)

Appendix 1 – Glossary / Acronyms

BEIS – Department of Business, Energy and Industrial Strategy

CBMDC – City of Bradford Metropolitan District Council

GAC – Governance and Audit Committee

GD3 – Growth Deal 3 (LCR recently submitted to Government – August 2016)

LAs – Local Authorities

LCR – Leeds City Region

LEP – Leeds City Region Enterprise Partnership

LTP – Local Transport Plan

NGT – Next Generation Transport (Leeds)

NPIF – Northern Powerhouse Investment Fund

O&S – Overview and Scrutiny

REOS –Regeneration and Economy Overview and Scrutiny Committee

SAF – Single Appraisal Framework

SEP – Strategic Economic Plan

SPAs – Spatial Priority Areas

TfN – Transport for the North

TUPE – Transfer of Undertaking The purpose of TUPE is to protect employees if the business in which they are employed changes hands. Its effect is to move employees and any liabilities associated with them from the old employer to the new employer by operation of law.

WYCA – West Yorkshire Combined Authority; also CA Combined Authority

Appendix 2 – Leeds City Region Strategic Economic Plan SEP 2016-2036 Overview

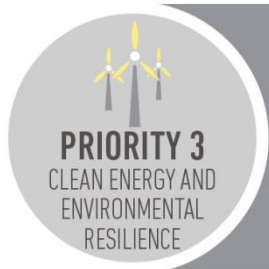
– 10 Big Impact Projects



- 1 IMPLEMENT COORDINATED AND WIDE RANGING ACTION TO **RADICALLY INCREASE INNOVATION**
- 2 BECOME A **GLOBAL DIGITAL CENTRE** – WITH SPECIALISMS IN DATA STORAGE, ANALYTICS, DIGITAL HEALTH AND TECH SKILLS
- 3 **BOOST BUSINESS GROWTH, PRODUCTIVITY, EXPORTS AND INVESTMENT** BY LINKING BUSINESSES TO SUPPORT AND FUNDING, INCLUDING THROUGH THE LEP GROWTH SERVICE, SKILLS SERVICE AND TRADE AND INVESTMENT PROGRAMME



- 4 DELIVER A **'MORE JOBS, BETTER JOBS'** PROGRAMME TO WIDEN EMPLOYMENT, SKILLS, APPRENTICESHIPS AND PROGRESSION OPPORTUNITIES, LINKED TO NEET-FREE GOALS
- 5 DEVISE AND DELIVER A PROGRAMME OF ACTION TO **INCREASE HIGH LEVEL SKILLS** AND CLOSE THE GAP TO UK AVERAGE



- 6 TARGETED INVESTMENTS AND INNOVATION TO MAKE THE CITY REGION A **LEADING EDGE CENTRE FOR ZERO CARBON ENERGY**
- 7 MAKE **CLIMATE CHANGE ADAPTATION AND HIGH QUALITY GREEN INFRASTRUCTURE** INTEGRAL TO IMPROVING THE CITY REGION ECONOMY AND ITS SPATIAL PRIORITY AREAS



- 8 DELIVER 30+ WEST YORKSHIRE PLUS TRANSPORT FUND SCHEMES AND MAKE PROGRESS TOWARDS A **SINGLE 'METRO STYLE' PUBLIC TRANSPORT NETWORK**, CONNECTED TO MAJOR NATIONAL/NORTHERN SCHEMES SUCH AS HS2 AND NORTHERN POWERHOUSE RAIL
- 9 DEVELOP AND REGENERATE **INTEGRATED SPATIAL PRIORITY AREAS**, SUPPORTING EMPLOYMENT, QUALITY ENVIRONMENTS AND THE BUILDING OF 10,000-13,000 NEW HOMES PER YEAR
- 10 DEVELOP AN INTEGRATED **FLOOD RISK REDUCTION PROGRAMME**, INCORPORATING FLOOD DEFENCES, GREEN INFRASTRUCTURE AND RESILIENT DEVELOPMENT

Appendix 3

Corporate Plan 2016-17 - As presented to WYCA 28 July 2016

Priorities for 2016-17 – extract from WYCA Corporate Plan

- Leeds City Region's Infrastructure Investment Framework – prepare the Framework that will align City Region strategic priorities and long term investments across all infrastructure to deliver the ambitions and targets as set out in the LCR Strategic Economic Plan (SEP).
- Digital and Broadband Infrastructure – deliver the £13m West Yorkshire and York Broadband Programme providing superfast fibre broadband access to an additional 28,000 homes and businesses and seek to procure new digital infrastructure that will help achieve 100% high speed broadband coverage across the City Region, through a range of technologies.
- Alignment of strategic and local housing and planning policies and strategies - ensuring SEP delivery and City Region housing and economic growth ambitions are met across West Yorkshire and the wider City Region.
- One Public Estate –work jointly with the West Yorkshire and York Districts to consider the best and most viable use of all public sector land and assets, including their potential contribution to economic and housing growth and job creation.
- Customer database system – deliver a system that enables customers to create and manage their own transport accounts including information, permit applications and fulfilment and payments.
- Income generation from transport assets – use commercial leases and advertising opportunities to increase income generated.
- New Transport Information System – Introduce a new customer information management system to streamline services to bus and train passengers

WYCA will also support the following schemes:

- **Bradford Odeon (Total scheme value - £15m)** - develop the former Odeon cinema into a mid-sized live music and performance venue with a seating capacity of 3,500 and a stands capacity of 4,000. It will be the third largest auditorium in Yorkshire and would attract national and international performers.
- **Leeds City Region Flood Review** – complete and begin implementation of the Review's recommendations to improve alignment and coordination of strategies, activities and resources, and ensure a stronger approach to flood mitigation and resilience planning.
- **One City Park, Bradford (Total Scheme Value - £22m)** - fund the demolition and redevelopment of a former Police Station and the creation of 8,500 m² of new high quality office floor space to support the sustainable regeneration of Bradford City Centre.
- **Leeds City Region's Enterprise Zones (EZ)** – continue to support delivery of the Aire Valley Leeds EZ and start preliminary works to develop the early deliverable new EZ sites.
- **SMART5 shelter refurbishment (Scheme value - £1.75m)** - refurbish around 600 existing bus shelters across West Yorkshire, bringing them back to a high standard and extending their useful life for a further 15 years.

WYCA Transport Services Functions - overview

- 400,000 West Yorkshire residents entitled to concessionary bus fares made over 40 million bus journeys
- 50 million people use bus stations operated by the CA:
 - 8 Major bus stations (with security staff, travel centres, toilets, CCTV, retail)
 - 14 smaller bus stations
- WYCA maintain 14,000 bus stops and shelters and install 30,000 updated bus stop timetable displays each year with 900 bus shelters with real-time display screens
- Developing and implementing smartcards for West Yorkshire , taking a leading role in the Transport for the North work in this area.
- WYCA will manage the Mcard range of multi modal smartcards where over 6 million smart transactions are made to distribute £30m of ticket sales revenue
- Over 30% of all transactions (55 million) on buses are made using smartcards administered by the Authority

Appendix 4 – WYCA Overview and Scrutiny 2014 - 16 - Summary

<http://www.westyorks-ca.gov.uk/your-ca/overview-scrutiny-committee/> Terms of Reference

Archive - <http://www.westyorks-ca.gov.uk/your-ca/overview-scrutiny-committee/archive/>

2016-2017 Meetings

Thursday 22 September 2016

Wednesday 30 November 2016

Wednesday 25 January 2017

Wednesday 22 March 2017

WYCA Overview & Scrutiny 13 July 2016

- [Minutes of meeting 23 March 2016](#)
 - Appointment of Vice-Chair
 - Governance Issues
 - Future Programme of Work
 - Flood Resilience
 - Devolution Update
 - NGT (Next Generation Transport) Decision
- Items for Information: Minutes of the meeting of WYCA held on 31 March 2016

WYCA Overview & Scrutiny 23 March 2016

- [Minutes of Meeting 16 February 2016](#)
 - Flood resilience in LCR
 - Devolution Update
 - Forward Programme of Work
- Items for Information: Draft minutes of the meeting of WYCA held on 4 February 2016 (to be approved at the meeting of WYCA to be held on 31 March 2016)
- Items for Feedback to WYCA (Verbal – No report)

WYCA Overview & Scrutiny 16 February 2016

- [Minutes of the Meeting held on 2 December 2015](#)
- Transport Issues and Priorities
- Devolution Update
- Floods Response
- Forward Programme of Work
- Reporting to WYCA

Items for Information:

(a) Minutes of the meeting of the WYCA held on 20 November 2015

(b) Notes of the meeting of the Priorities Task & Finish Group held on 19 January 2016

WYCA O&S Minutes - 2015

- [2 December 2015](#)
- [23 September 2015](#)
- [23 July 2015](#)
- [28 April 2015](#)
- [10 February 2015](#)
- [13 January 2015](#)

WYCA O&S Minutes - 2014

- [25 November 2014](#)
- [23 September 2014](#)
- [21 July 2014](#)