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Agenda for a meeting of the Joint Corporate, Environment and Waste Management & Regeneration and Economy Overview and Scrutiny Committee to be held on Tuesday, 10 October 2017 at 5.30 pm in Committee Room 1 - City Hall, Bradford

Members of the Committee – Councillors

CORPORATE OVERVIEW AND SCRUTINEE COMMITTEE

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
BM Smith Cooke Riaz	Warburton Arshad Hussain Watson Bacon Duffy	J Sunderland	Naylor

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	THE INDEPENDENTS
Mallinson Townend M Pollard	Greenwood T Hussain Thirkill Jamil Shaheen	Ward	Hawkesworth

ENVIRONMENT AND WASTE MANAGEMENT OVERVIEW AND SCRUTINEE COMMITTEE

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Gibbons Senior	A Ahmed Berry Mohammed Watson	Stubbs	Love Warnes

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Ellis Rickard	Duffy Iqbal H Khan Nazir	Fear	H Hussain

NON VOTING CO-OPTED MEMBERS

Nicola Hoggart
Julia Pearson

Environment Agency
Bradford Environmental Forum

REGENERATION AND ECONOMY OVERVIEW AND SCRUTINEE COMMITTEE

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN	INDEPENDENT
Heseltine Mallinson	Farley Jamil Nazir Salam	Fear	H Hussain	K Hussain

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT AND INDEPENDENT	GREEN
Pennington Whiteley	Green Johnson H Khan Sharp	R Ahmed	Warnes

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor

To:

Agenda Contact: Asad Shah
Phone: 01274 432280
E-Mail: asad.shah@bradford.gov.uk

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. APPOINTMENT OF CHAIR (Standing Order 35)

To appoint a Chair for the purpose of this Joint Corporate, Environment and Waste Management & Regeneration and Economy Overview and Scrutiny Committee.

3. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Asad Shah - 01274 432280)

5. REFERRALS TO THE JOINT OVERVIEW AND SCRUTINY COMMITTEE

Any referrals that have been made to this Committee up to and including the date of publication of this agenda will be reported at the meeting.

6. JOINT OVERVIEW AND SCRUTINY UPDATE REPORT ON WEST YORKSHIRE COMBINED AUTHORITY (WYCA) AND LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP)

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The report of the Strategic Director, Place (**Document "A"**) gives progress, plans and performance for West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP). The report includes details on shared ambitions, regeneration, transport, public service reform and partnership working. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.

Recommended –

That this is an update report on the West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP). Overview and Scrutiny Chairs, Deputy Chairs & Overview and Scrutiny Members are asked to consider the key issues set out in the report and appendices. Areas for attention or for consideration by the Leader and/or Executive are to be raised through the meeting.

(Jamie Saunders – 01274 434123)



Report of the Strategic Director – Place to the joint meeting of the Corporate, Environment and Waste Management & Regeneration and Economy Overview and Scrutiny Committee to be held on 10 October 2017

A

Subject:

JOINT OVERVIEW & SCRUTINY 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). The report includes details on shared ambitions, regeneration, transport, public service reform and partnership working. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.

Steve Hartley
Strategic Director - Place

Portfolio: Leader/Regeneration

Report Contact: Jamie Saunders
Phone: (01274) 434123
E-mail: Jamie.saunders@bradford.gov.uk

Overview & Scrutiny Area:
Corporate; Regeneration & Economy;
Environment & Waste

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 third full year of operations. The report includes details on shared ambitions, regeneration, skills, housing, transport, public service reform and partnership working. It also describes this work in relation to the priorities, challenges and opportunities for Bradford District.
- 1.2 The report focus is across the remit of multiple O&S Committees and the WYCA/LEP relationships with and support to Council policy, ambitions, priorities and investment. This report aims to provide an overview of WYCA/LEP and key issues for member consideration. It does not set out to be a fully comprehensive review of WYCA/LEP. Corporate O&S previously considered WYCA/LEP on 7 September 2016. Regeneration and Economy O&S considered WYCA/LEP from a regeneration perspective in March 2016. Environment & Waste O&S considered the transport aspects of WYCA/LEP on 1st December 2015.
- 1.3 Appendix 1 provides a glossary of key terms and acronyms used in the report.

2. BACKGROUND

- 2.1 The West Yorkshire Combined Authority is a local government body, established under statute, with a clear remit to support and drive forward regeneration, infrastructure and transport investment and to undertake key transport and development services.

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</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</p>

<p>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>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>
<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>	

Appendix 1a provides the WYCA Democratic Structure 2016-18. Changes adopted at the WYCA AGM in June 2017 are taking affect in Autumn 2017.

2.2 The Leeds City Region Strategic Economic Plan SEP 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":

- The SEP 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.
- Work is being taken forward to align this more strongly with the ambitions of inclusive growth – ensuring prosperity benefits all across the city-region especially the most disadvantaged – and to demonstrate clear support to the Government's Industrial Strategy and investment plans. More is expected on this from the Conservative Party Conference and in the Autumn Budget 2017.
- The Plan takes the next steps towards *delivering* the shared ambitions at a bigger scale and focusses 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 fiscal consolidation.

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, Kirkstall Forge, Low Moor with a new Leeds rail Station Southern Entrance, Castleford Bus Station, and working with partners on 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 2015
- awarded £17m of Growth Deal funding to Shipley College, Calderdale College, Kirkstall College and Leeds City College's Printworks Campus and to enable them to support skills development and training for young people.

2.4 The WYCA Business Plan 2017-18 was adopted at the WYCA AGM – included as Appendix. Over the last 12 months, West Yorkshire Combined Authority work with its partners to:

- pursue 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 of the financial and resources issues are set out in Section 4 of this report. Alignment with District Plan and District priorities and Corporate Plan 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 REOS – through which small and medium size firms – the backbone of the local economy – can receive targeted funds and support.
- Inward investment and trade especially through LEP – reported through REOS -
- 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 be pivotal to 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

2.7 The most recent public update on Growth Deal 1 and 2 was presented to WY&Y Investment Committee and LEP Board – September 2017 -Table included in Appendix 2. The latest position on the Bradford schemes for WY+TF and Regeneration 2017-18 will be presented to the meeting. The LEP and West Yorkshire Combined Authority was successful in bidding for an additional £67.5m from the third round of the government’s Growth Deals funding programme to boost jobs and economic growth in the City Region. 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 – as above - Calderdale (Clifton), Kirklees (Lindley Moore and Mirfield), Leeds and Wakefield, and Leeds South Bank – the location of the future “Yorkshire Hub” HS2 station.

2.8 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 2017-18 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 on 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, especially in the relationship with Cities & Local Growth Unit (Department for Business, Energy & Industrial Strategy (BEIS) & Department for Communities and Local Government). WYCA have also approved changes to delegation and decision making to accelerate and secure effective delivery.

2.9 The WYCA meeting (3rd August) saw the Leader of Bradford Council, Cllr Hinchcliffe becoming the Chair of the Combined Authority.

3. OTHER CONSIDERATIONS FOR THE JOINT O&S MEETING

3.1 The following section provides some headline information tailored for the three O&S areas brought together for the Joint O&S meeting - a. Corporate; b. Regeneration and Economy; c. Environment and Waste.

3a. Corporate O&S related issues

The 11 Local Authorities that comprise Leeds City Region (Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York, alongside North Yorkshire County Council) have been working explicitly in partnership to improve the economy since 2004 and through the Economic Crisis 2007 onwards.

The establishment of the LEP in 2011 and the WYCA in 2014. The LEP and the Combined Authority are now working as one to drive economic success

Since 2011, government has increasingly offered Local Enterprise Partnerships control over budgets in a number of key aspects of economic development. The original WY+TF report went to Executive & Full Council in March 2013.

Appendix 4 also includes an overview of the main WYCA/LEP meetings from the AGM in June onwards. This provides members with the substantive agenda items.

See also Section 4. Financial and Resource appraisal.

WYCA as a new and formal collaborative organisation was mandated by Government for Growth Deal funding release and as an accountable body for spend. It has full legal status.

Schemes and investment from Growth Deal 1, 2 & 3, WY+TF – transformative transport and regeneration investment. In summary, these are the schemes approved and being progressed in 2017-18:

Scheme Summary – for 2017-18

<p>Priority 1 Growing Business TOTAL Business Growth Programme Access to capital grants Priority 1 : Pipeline</p>
<p>Priority 2 : Skilled People Better Jobs Shipley College Bradford College</p>
<p>Priority 3 : Clean energy & econ resilience Tackling Fuel Poverty Resource Efficiency Fund & Energy Accelerator – just starting</p>
<p>Priority 4 a Housing and Regeneration One City Park, Bradford Bradford Odeon New Bolton Woods Priority 4 Pipeline – work-in-progress</p>
<p>Priority 4 b WY+TF TOTAL Interchange Gateway Forster Square Station Gateway Steeton & Silsden Station Rail Parking Package Shipley Station Rail Parking Package A650 Tong St SE Bradford Access Road Bradford to Shipley Corridor Hard Ings Road Ph 1 Harrogate New Road New Line Bradford A650 Shipley/Airedale A647/Leeds Road Bradford A6177 Thornton Rd Bradford A6177 Toller Lane Bradford A6177 Great Horton Road</p>
<p>Priority 4 c Flood Resilience Flood resilience pipeline – work-in-progress</p>

Low Moor Station and Apperley Bridge have been completed under existing Transport Funding programmes.

Effective partnership working is progressing and there is a clear focus on delivery and value for money. This includes forward planning of implementation and spend over future years and the development of new proposals for investment as and when additional funding becomes available.

The collaboration with WYCA helps progress critical projects that underpin the District Plan and priority outcomes. For example and most recently, Bradford Odeon has just received £325,000 through WYCA to enable the next phase of its delivery.

WYCA KEY PRIORITIES 2017/18

- Do all that we can to help secure a devolution deal encompassing our City Region
- Deliver inclusive growth in all that we do; addressing poverty, social exclusion and inequality
- Ensure that all of our projects have strong governance and clear, deliverable plans
- Strengthen our business growth offer - focusing particularly on innovation, productivity and

digital

- Continue our progress towards a more efficient and customer-focused smart ticketing system for our public transport network
- Develop a clearer, stronger brand identity for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally

West Yorkshire Joint Services and other shared/operational arrangements are addressed separately

The investment and external funding made available through WYCA is a significant contribution to the District Plan, Priority Outcomes and Budget use 2017-19. More detailed work to prepare for 2018-2021 is underway in advance of the Council's next Budget cycle and investment planning. WYCA issued an open call for Growth Deal proposals in August and submissions are due to be evaluated at an Investment Committee workshop on the 31st October.

Members have previously 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 have been developed including WYCA/LEP Cllr training delivered in November 2016. A further member update session is being planned for Autumn 2017. Key WYCA Decisions are reported through CBMDC Executive.

Additional information

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. These are substantial items in their own right and might merit an initial discussion at the O&S meeting on the 10th October.

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 & September 2015 proposal to HM Treasury. WYCA discussed both LCR and Yorkshire scale options for taking forward Devolution (February 2017 meeting). 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 Cities /Key Cities and local government announcements continue to push for powers and resources from HM Government and government departments and bodies. One Yorkshire Devolution negotiations are being progressed by 17 Leaders in a "coalition of the willing" Autumn 2017 to pursue mutual ambitions and to seek a deal with Government by 2018.

Devolution efforts have 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 was presented to Corporate O&S Committee in Autumn 2016. Yorkshire Leaders have now created a Brexit

working group with 4 sub-regional leaders and MPs. The APPG Yorkshire and North Lincs is due to consider devolution and Brexit at their next meeting on the 17th October.

3b. Regeneration and Economy O&S related issues

Better skills, more good jobs and a growing economy and Decent Homes Priority Outcomes

Producer City

Producer City Board has a new chair, David Baldwin who joined the Board on 1st Sept 17. The Board is currently supporting and contributing to the development of the Economic Strategy for Bradford. The Board will be reviewing and aligning it's priorities alongside the Economic Strategy, the SEP and the inclusive industrial strategy goals

Business Support

The Growth Service has provided over 3,200 firms with help since July 15 - over 1,300 of these with intensive support from the team of SME Growth Managers across districts. Service will end in six months unless new funding put in place (c. £500k p.a.). Working closely with BEIS to put a 'Growth Hubs Plus Core Offer' to Ministers ahead of November's Budget, backed up in the LCR submission. Analysis shows that for every £1 invested by the Service, there is a net additional economic benefit of £13.85.

Growth Service is a gateway to deliver other programmes, like Access Innovation, Resource Efficiency Fund, and Strategic Business Growth Programme. BEIS is currently exploring options to fund a national business Scale-Up programme targeted at those businesses with the ability to achieve 20%+ annualised growth over three-years, which would also rely on the Hubs as a gateway.

The capital grants programme is making good progress - £17.2m (50%+) invested to date, of LGF allocation to 20/21. To date over 1,500 jobs have been created and a similar number safeguarded. The average cost per new job created is ~£12,500 (average nationally is c.£30k). Planning to adapt the grant criteria to focus on productivity and skills progression outcomes (i.e. not just jobs) and asking for inclusive growth 'conditions'.

Extending the 'Pop-Up Business Advice Cafes' through to 18/19 (subject to funding). They are a proven route to engaging with community entrepreneurs, established business people and their private sector intermediaries in more outlying parts of the city region, and are making a positive contribution to inclusive growth.

SME Growth Hub The Council hosts and employs two Business Advisors through SME Growth Hub programme, covering Bradford and Airedale and Craven. The Advisors have provided business support to a total of 225 businesses since the commencement of the programme in June 2015. 81 businesses have been supported in the period from 30/06/16 to 1/07/17. The posts are funded by a 50:50 contribution from LCR LEP and CBMDC. Bradford is securing a significant contribution from the growth service investment.

Business Growth Programme This LEP programme provides grants of between £10,000 and £250,000 to SME businesses who will use the funding for capital investment in fit-out and refurbishment of buildings, plant, machinery and equipment, creating permanent jobs in the Leeds City Region.

New £9m Access Innovation programme to encourage SMEs to work with research organisations to develop new products and processes across all sectors, encouraging the development of long term relationships.

Trade and international investment

The LEP and WYCA handle inward investment enquiries coming into the region and allocates enquiries to the appropriate Local Authority. It coordinates and supports regional attendance at the major International Property Development Exhibitions such as MIPIM Cannes and MIPIM UK. Bradford would welcome the opportunity to be more involved in trade missions and encourage more Bradford businesses to contribute to trade missions. Work has progress with CommonwealthFirst to drive awareness of non-EU market opportunities.

WYCA is working with various trade delivery bodies / partners to support a trade plan for the city region and developing a more robust referral process between the LEP/WYCA and key partners

70% of Y&H FDI was driven from LCR and we are the only region in the North accelerating FDI. LCR Foreign Direct Investment FDI performance has moved ahead of Greater Manchester.

The '*Let's Talk Real Business*' campaign has been launched to drive referrals, with a trade event in March 2017.

Connectivity

Connected to skills and to local labour markets, enhanced access for Bradford residents for City-region employment is a prime concern. Alongside within District connectivity improvements, it is recognised that with the key changes in Leeds City Centre now underway it is critical to improve Bradford-Leeds journeys, with Leeds-Bradford twin-economies being effectively larger than Birmingham with significant two-way commuter flows. Transpennine connectivity with NPR and with improvements – road and rail - in the more immediate term are key for example to Manchester & Manchester Airport.

Infrastructure

Transport is covered in 3c

Digital economy

Digital Enterprise Fund The Council is a partner providing match funding for this specialist business support programme. Support is focussing on helping businesses in the Leeds City Region to achieve growth through the exploitation of digital technology. It is encouraging firms to take-up faster digital connectivity or introduce enhanced ICT systems to improve business performance, through the provision of grants.

A new Digital Plan will be produced to set measures to progress our shared digital ambitions. It is planned to cover the digital sector, and digital as an enabler (skills, infrastructure, inclusion).

Continued work on broadband and LCR submission into the Local Full Fibre Network Programme to improve fibre capability across the region, with initial discussions on 5G opportunities in Leeds and Bradford.

Bradford Council is a partner with the University in the University Enterprise Zone – the sole one for LCR – the Digital Health Enterprise Zone DHEZ is a multimillion pound investment in digital health technologies and commercialisation, with fundamental University research. DHEZ has also enabled the Digital Catapult Yorkshire to be hosted in Bradford bringing a significant boost to digital and data developments alongside others in the City-region.

Linked skills programmes and capital investment – including working with schools to develop future talent pool - #Techgoals campaign in schools raising awareness of digital

careers, especially among girls. Growth Deal Skills Capital funding is being used to address skills shortages including £50m investment in Leeds City College's "Digital and Creative School".

Skills and Employment

West Yorkshire Combined Authority's Investment Committee 9th September backed almost £9m of funding to progress local transport, housing, clean energy and business growth projects. £3.6m was approved to progress the development of the New Bolton Woods sustainable urban village that will deliver 1,000 new homes in the Bradford Shipley Canal Road Corridor regeneration area. The funding supported will help prepare land for use.

Total spending on these projects will reach £106.567m, £54.824m of which will be funded by the Combined Authority with the rest from other public and private investment.

Employment and Skills remains a key area of focus for both WYCA and the LEP. The LCR Employment and Skills Plan was launched on 30th June 2016. 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.

WYCA Economic Services – last update on Business support and Employment and Skills was presented to the LEP Board 21 September (e.g Panel Updates from the respective chairs). A report on LEP Grants Spend and Activity was presented to WYCA O&S in January 2017 and circulated to LA O&S for their information.

3c. Environment and Waste O&S related issues

Flood response and effective economic resilience has been a priority especially since the Floods of Christmas 2015. Green and Blue Infrastructure strategy and investment planning is taking place and this is in partnership with the Environment Agency at a catchment scale where working across the LA boundaries enables both a more strategic and tactical use of funds.

WYCA Green Streets Principles are bringing green infrastructure alongside highways and schemes design and implementation.

Climate change, energy and Greenhouse Gas emissions.

Resource Efficiency Fund The scheme provides a new business support product, integrated into the Leeds City Region Growth Service, to remove the barriers that are currently preventing SMEs investing in cost effective resource efficiency measures.

The scheme provides SMEs with detailed advice on potential measures that they could implement and invest in to reduce costs and improve their resilience. 50% SME match-funded grants of between £1,000 and £10,000 are provided to support businesses in implementing identified measures. Of the current caseload of 157 businesses engaged on this scheme from across Leeds City region, 11 are Bradford companies. 10 firms have

received free resource efficiency assessments. These assessments identified over £150,000 of potential savings and 943t CO2 savings.

A city-regional Energy strategy and delivery plan is in progress funded through BEIS and accelerate progress on the low carbon economy.

Better Homes Yorkshire has focused on housing and energy efficiency:

Year 1 (2015-16) 59 measures fitted to 55 properties, value of works £307k

Year 2 (2016-17) 159 measures for 158 properties, value of works £1.15m

Year 3 (2017-18 to date) 26 measures in 26 properties, value of works £26k

Air Quality and Low Emissions Strategy

The SEP states that by 2036 “good progress on Headline Indicators of growth and productivity, employment, earnings, skills and environmental sustainability”, including

- targeted investment and innovation to make the city region a leading edge centre for zero carbon energy
- make climate change adaptation and high quality green infrastructure integral to improving the city region economy and its spatial priority areas.
- also ...develop an integrated flood risk reduction programme, incorporating flood defences, green infrastructure and resilient development

‘For the environment : WYCA/LEP will apply a low carbon and sustainable approach in everything we do. As a leader in low carbon, we will exploit new economic opportunities with potentially huge global market opportunities. Our businesses will be highly efficient in their use of energy and resources, allowing them to de-couple growth from carbon emissions and pollution. Poor air quality and fuel poverty will be a thing of the past – homes will be well-insulated, while efficient energy generation, usage and smart networks will ensure everyone is actively in control of their energy consumption. We will not just have maintained and enhanced our already beautiful landscape, but will have found innovative new ways to work with it, for example through investments in new or enhanced natural assets that help to reduce flood risks.’

The City Region is home to 9% of the UK’s electricity generating capacity, including Drax power station – England’s largest and now fuelled by mixed coal and biomass units.

The City Region generated 13% of the nation’s renewable energy in 2014 (a far higher proportion than our share of the population – approximately 5%).

Carbon emissions per capita are below those nationally, if falling less quickly. Rates of decline have been fastest in industry and commerce and lowest from transport.

Many businesses are improving their environmental performance and there is an appetite to do more.

Public Health England research found that almost 1,400 deaths in Leeds City Region in 2010 could be attributed to air pollution (a similar proportion to the figure for England as a whole).

An estimated 140,000 households are in fuel poverty, or 11% of the total, close to the national average. However, the rates are well above average in most parts of West

Yorkshire

Key assets for improving performance

- Major opportunities arising from Drax power station, in particular for the City Region to become one of the foremost UK centres for low carbon energy generation.
- A strong low carbon sector (i.e. businesses whose products and services help to reduce carbon emissions) with excellent associated expertise (e.g. in universities) and a track record of innovation and delivery.
- A desire among local decision-makers to support and encourage investment in low carbon energy generation and resource efficiency.
- Natural capital in urban and rural areas, including wildlife, woodlands and a beautiful natural environment which attracts businesses, investment, skilled employees and tourism.

In addition to public transport, providing safe and attractive routes for cycling and walking, and encouraging people to take up these forms of active travel, are key to the WYCA work programme. Through our Government-funded CityConnect initiative WYCA & partners have already built the flagship, 14km 'Cycle Superhighway' linking Bradford and Leeds, the only one of its kind in the UK, and have plans to build more high-quality cycle routes. As well leading the creation of new infrastructure, CityConnect is providing a range of initiatives to help local people go car-free.

Supported by grants of up to £5,000, the Bike Friendly Business scheme provides companies with free, tailored advice on how to get more people traveling to their sites. And through Bike Friendly Schools, they help schools situated close to CityConnect infrastructure to give all pupils the experience of riding a bike, and improve cycle parking. Schemes also exist to provide training to lapsed cyclists and adult beginners as well as subsidised access to a bike for job-seekers and apprentices. Walking initiatives include the opportunity for organisations to sign up as 'Walk Friendly Workplaces' that create an environment in which travelling on foot is an easy and convenient option and encourage staff to walk for all or part of their journeys.

Transport focus

Bradford, Calderdale, Kirklees, Leeds and Wakefield Councils have signed a Memorandum of Understanding that will see them increase their partnership working and collaboration on the routes that make up West Yorkshire's Key Route Network.

The Key Route Network is made up of more than 410 miles of mainly A-roads in West Yorkshire that are among the most important – and most congested – in the county. Representing just 7% of West Yorkshire's local authority roads, they nevertheless carry 60% of all vehicles.

WYCA has also undertaken 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.

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 2016 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.

WYCA Transport Services 2017-18 and prospective changes were considered at WYCA Transport Committee 21st April 2017 with a dedicated discussion on streamlining and efficiency measures, covering the following services:

ENCTS Concessionary Travel Scheme – WYCA provides free bus travel for older people and those with disabilities as prescribed in statute by the English National Concessionary Travel Scheme (ENCTS). This is a mandatory national scheme over which WYCA has no discretion over the scope of the scheme

Concessionary Rail Travel Scheme – WYCA funds reduced rail travel tickets for ENCTS passholders.

Young People's Concessionary Travel Scheme - WYCA facilitates cheaper travel for under 18s. WYCA extended this provision to 16-18 year olds in 2015/16.

Socially Necessary Bus Services – WYCA procures bus services to supplement those provided by operators on a commercial basis. These services are provided under contracts awarded to operators by WYCA. The WYCA approved the policy framework for this activity in September 2014.

School Bus Services – WYCA procures bus and taxi services to schools on behalf of the five district Councils. The Councils fund the provision of transport for pupils statutorily entitled to free travel. WYCA pays the cost where additional bus services are needed to meet demand for school travel.

Bus Stations – WYCA operates all of the bus stations in West Yorkshire with the exception of Wakefield and Otley. The cost of providing Bus Stations is partly offset by charges paid by bus operators and commercial rents.

Bus Stops and Shelters – WYCA provides and maintains all bus stops and shelters throughout West Yorkshire. All bus stops are provided with an information display that sets out the times for that stop. The cost of bus stops and shelters is partly offset by revenue from advertising and contributions from bus operators.

Travel Information - WYCA provides the Metrolink contact centre, the wymetro.com travel information site, social media information and printed timetables and guides. The cost of providing these services is partly offset by charges to bus operators.

MCard Multi Modal Ticketing Scheme – a Joint Venture Company (WYTCL) manages the operation of the MCard scheme. WYCA provides the retail network and administration function funded by a commission from sales.

WYCA is to undertake a 'root and branch' review to ensure that the services WYCA provides reflect the changing customer expectations, the impact of transport investment projects, the West Yorkshire Bus Strategy, new legislation including the Bus Services Act and future economic and societal trends.

Specific details on the Transport Services and Budget 2017-18 should be available to update the Committee on the 10th October. The WYCA Budget was most recently discussed at the 5th October meeting. Issues with regard to the Levy and financial position are covered in Section 4.

Passenger Transport and transport matters generally are considered by the WYCA Bradford District Consultation Sub Committee. The latest meeting of which was held on 10 July 2017.

Last year more than 185 million journeys were made on West Yorkshire's buses making them by far the most-used form of local public transport. The Combined Authority and the county's bus operating firms have acknowledged the need to find areas where improvements can be made, one result of which was the launch of the joint Bus18 Initiative earlier this year.

Bus 18 includes pledges to make buses easier to use through better information, better punctuality on a number of key routes, reduced harmful emissions through the introduction of more environmentally friendly buses and improved customer satisfaction through greater engagement and consultation with bus users. Bus 18 also means that since March, passengers whose last bus of the day doesn't arrive within 20 minutes of the scheduled time have been able call a taxi and claim the cost back from First, Arriva or Transdev.

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.

Devolution of the specification and delivery of high-quality rail services to the North's 29 local transport authorities has meant the Combined Authority has played an influential role in shaping the franchises that set out how local train services will be provided in the future. Improvements resulting from the £12bn investment will include new, faster trains, staff at more stations and the end of Pacer units by 2020.

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.

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.” (TfN)

West Yorkshire Combined Authority have also stressed their commitment to ensuring the funding now released by DfT after the cancellation of Leeds Next Generation Transport NGT is invested in a way that provides benefits across the City Region. Leeds Council are progressing their Transport Investment Programme within the context of the SEP and city region transport strategy.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 For the Financial Year 2017-18 Bradford will contribute an estimated £24m to WYCA and LEP and while mostly, this directly supports the passenger transport services it also contributes to the organisation, political leadership & governance, operations and investment in WYCA's activities in the Region. 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 An aggregate £101m pa Transport Levy is paid by the five West Yorkshire district authorities to support the activities of the Combined Authority. At its meeting in February 2017, the Combined Authority resolved to reduce the levy by £1m in 2017/18 with further reductions in future years. Reduced revenue funding means that WYCA is reshaping in order to operate within the reduced funding. Savings and efficiencies will be sought in 2017/18 pending a more fundamental review of service provision to meet further reductions in future years.

4.3 The table below provides an indicative summary of the sub-regional investment into Bradford District with and share of local passenger services investment - cost proportionate to the contribution (about 23% of all region) and based on local population size.

Regional Investment into Bradford (LEP & Partners)	2015-16	2016-17	2017-18	2018-19
	£m	£m	£	£
Growing Business	1.80	1.00	0.10	0.00
WYTF	0.35	0.50	6.00	11.00
Other Transport	30.88	30.99	31.97	29.49
Housing & Regeneration	0.40	0.00	0.20	5.30
Resource Smart City	0.00	1.30	0.0	0.0
Skilled and Flexible workforce	0.25	12.10	0.08	0.0
TOTAL BRADFORD DISTRICT REGIONAL INVESTMENT	33.68	45.89	38.35	45.79
TOTAL BRADFORD CONTRIBUTION TO REGION	-25.70	-24.45	-23.84	-22.50

4.4 Work continues to progress with WYCA Portfolio Management Office and finance staff in developing a Bradford District regional funding profile. This includes improved data, information and systems sharing as well as practical partnership working arrangements as the two organisations develop alongside each other.

4.5 In the first two years of Growth Deal delivery, upward of £45m 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 newly opened £35m Wakefield Eastern Relief Road Scheme, which will ease congestion while opening up land for housing.

- 4.6 For the Growth/City Deal, there is a detailed Assurance Framework, agreed with Government (BIS, now BEIS) to ensure controls and performance. The Assurance Framework covers capital and significant revenue expenditure funded by Government or local sources and invested by WYCA in projects and programmes. The Assurance Framework as essential good practice for a partnership that must be trusted by the public and government to take its own investment decisions. This Framework is designed to help WYCA and partners maintain that reputation in the eyes of the government and public. It specifically covers all Government funding received by the LCR LEP via WYCA as the LCR LEP's accountable. The LEP produces a regular summary document, showing how the Growth Deal is being implemented. It shows an assessment of the progress on each project in our Growth Deal by rating them red, amber or green on a range of criteria. The summary is published in the minutes for each meeting of the West Yorkshire Combined Authority. The agenda and papers for meetings of the Combined Authority are published under the agenda item 'Growth Deal Delivery'. An example of such reporting is included in Appendix 2a i and ii.
- 4.7 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. The Council aims to reduce its revenue contribution to the levy through the budget process by £1m. It is seeking from WYCA similar levels of cost reduction as faced by Districts since 2011 while maintaining local Passenger Transport outcomes and meeting SEP priorities.
- 4.8 The Leeds City Region has been notionally allocated £338 million 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. It is currently drawn from three separate European funds; the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD). 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.

Leader 2017-18

WYCA Member & Chair and LEP Board

WYCA LCR Partnership Committee

LEP Employment and Skills Panel (Deputy Leader/Education, Employment & Skills – as substitute)

LCR Business Rates Pool Joint Committee

LCR Land and Assets Board

Portfolio Holder – Regeneration, Planning, Housing and Transport

WY&Y Investment Committee

WYCA Transport Committee

Planning Portfolios Board

The Chief Executive (CX) sits on the LEP Business, Innovation and Growth Panel and is the lead CX for the City-region on business growth, investment/trade, innovation, digital strategy and inclusive growth.

Bradford also has members directly involved in the WYCA Transport Committee and WYCA O&S (Appendix 1)

5.3 The LEP board brings together business and council leaders to oversee and make strategic decisions related to our Strategic Economic Plan. This approach to partnership working provides the best of both worlds: private sector expertise on what businesses need to grow, and democratic accountability for public sector investment. There is LEP representation on Bradford District Producer City Board, through Roger Marsh (Chairman of the LEP). There are key business leaders from Bradford District involved in the LEP and its Panels (particularly Business Innovation and Growth Panel) for 2017-18. There is also a regular LEP and Universities Vice Chancellors meeting as well as regular contact with the FE Colleges

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. Details on the latter are set out in Appendix 3c.

5.5 The Council's Corporate Risk Register includes reference to WYCA/LCR involvement and the Council's active management of strategic, tactical and operational risks. This is flagged and reported through CBMDC Governance & Audit Committee.

6. LEGAL APPRAISAL

Matters relating to WYCA and LEP are kept under review through the City Solicitor. Matters of governance, accountability and engagement are addressed through Lead members, Executive, Full Council as well as Bradford Council's Governance & Audit Committee.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

WYCA is committed to promoting equality and values diversity, encouraging fairness with equal chances for all to work, learn and be free from any barriers, discrimination or victimisation.

WYCA is committed to ensuring that its customers and employees are treated equally and fairly, through pursuing two aims:

‘Ensuring that everyone in West Yorkshire has equal access to our services.

Managing diversity within our workforce to benefit employees and organisational performance.’

The WYCA quality objectives for 2016 -2020 are:

WYCA will review and further refine its approach to equality impact assessments.

While (1) is underway, WYCA will ensure that equality impact assessments are carried out whenever a new strategy, policy, service, function or major project is being developed.

WYCA is committed to developing and maintaining an inclusive and diverse workforce. We will provide all employees with opportunities to reach their full potential. Our culture will be one where all employees feel they are supported, respected and treated fairly.

7.2 SUSTAINABILITY IMPLICATIONS

Working with the Local Authorities of West Yorkshire and Leeds City Region, as well as the wider business community and public sector supports Bradford Council influence, lobbying, invest and partner to address critical challenges and to deliver on the ambitions and priority outcomes for the District.

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

WYCA is working to ensure effective investment in the Green Economy. The most recent Green Economy Panel – September 2017 provided public updates on a wide range of initiatives.

Scheme design for transport, regeneration and infrastructure looks to manage and improve emissions impacts. This is an area for development for WYCA in 2017-18. Emissions management and adaptation plans are also being progressed as part of WYCA operational and facilities management. Climate change and GHG emissions management is also included in the Assurance Framework in project and investment management

This reflects the high priority placed on this in the SEP.

Officers are working to develop a long term strategy for the district and are collaborating

with WYCA to ensure the strategies are aligned even though they will be developed separately

7.4 COMMUNITY SAFETY IMPLICATIONS

Public safety and security is a due consideration of WYCA, especially in the design and operation of Transport Services.

7.5 HUMAN RIGHTS ACT

None directly 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.

Should discussions lead to a transfer of staff to a new undertaking, then TUPE of course may apply and Trade Union involvement would take place as per standard practice..

Equal pay issues may be a consideration across transferring entities if and when they are transferred, and preparations would be advised as early in the process as possible.

The key skills and behaviours to achieve WYCA's objectives and any predictions related to the transfer of functions should be rolled out through positive engagement and communication with staff currently employed at WYCA, and across partner LAs and organisations.

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. Ward member involvement in investment planning, scheme delivery and operations is recognised and valued by WYCA

The 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

This is a background report to support the first ever Joint O&S discussion on WYCA/LEP with lead members and senior officers.

10. RECOMMENDATIONS

10.1 This is an update report on WYCA/LEP. O&S Chairs, Deputy Chairs and O&S members are asked to consider the key issues set out in the report and appendices. Areas for attention or for consideration by the Leader and/or Executive are to be raised through the meeting.

11. APPENDICES

Appendix 1a – Glossary/Acronyms

Appendix 1b – WYCA Democratic Structure 2016-18 with CBMDC Member involvement in WYCA/LEP 2016-17 (subject to CBMDC Annual Council 2017)

Appendix 1c – WYCA/LEP involvement in Outside Bodies 2016-17, also WYCA Senior Management Structure

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

Appendix 2a – i) Growth Deal Dashboard ii) WY+TF Pipeline (Update July 2017) – two separate files

Appendix 3a – WYCA Business Plan 2017-18 – Full Document as a separate file

Appendix 3b – WYCA Main meetings 2017 and Overview & Scrutiny 2016-17 Summary of Meetings & Agenda Items

12. BACKGROUND DOCUMENTS

Membership and involvement of Councillors in WYCA/LEP 2016-17 – see Appendix 1c

WYCA Member Induction Presentation: An Introduction to the Combined Authority August 2016
Including current WYCA/LEP Democratic Structure

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

WYCA 6th April 2017 Agenda and Papers, Summary of Decisions

WY&Y Investment Committee, Report: [Leeds City Region Growth Deal Delivery, 2015/16 and 2016/17](#), 7 June 2016
Presentation to WYCA O&S March 2017

WYCA Transport Committee Papers, 21st April 2017

WYCA – [January 2016 Successes Briefing Sheet](#)
LEP [Impact Report 2011-2015](#), Small Report of Big Impact 2011-2015, Leeds City Region Enterprise Partnership, December 2015

West Yorkshire + Transport Fund Report, CBMDC Executive/Full Council, March 2013

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

"MY JOURNEY" WEST YORKSHIRE LOCAL TRANSPORT PLAN 2011-2016 (DOCUMENT "W")
1/12/2015

WYCA – WY Leaders Statement on Brexit & LEP – Statement on Brexit

[LEP Board meeting in light of EU vote](#), 28 June 2016

LCR [Strategic Economic Plan 2016](#)

LCR [Strategic Economic Plan Consultation Log](#)

LCR [Economic Assessment 2016](#)

LCR Assurance Framework & HM Government national Assurance Framework template.

LCR/WYCA Single Appraisal Framework

Growth Deal 3 Bid, July 2016

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

Combined Authority grant means more good news for Bradford Odeon, 13 September 2017

Investment Committee backs almost £9m of funding for local schemes, 6 September 2017

West Yorkshire councils sign up to keep traffic moving on county's key roads, 19 September 2017

[Cllr Keith Wakefield: Our progress means people in West Yorkshire & Leeds City Region have more and better alternative journey choices this World Car Free Day](#), 22 September 2017

[Devolution](#) report, WYCA, 2 February 2017

Yorkshire leaders reconfirm commitment to progressing a One Yorkshire devolution deal, 1 September 2017

WY Devolution Deal, March 2015

WY – LCR Devolution Proposal, September 2015

Transport for the North [Integrated Business Plan](#) 4th April 2017

TfN [Spring Update Report 2017](#)

TfN Northern Powerhouse Independent Economic Review [Core Messages](#), June 2016

Centre for Public Scrutiny - [A guide for overview and scrutiny in combined authorities](#) , March 2017
National Audit Office – Combined Authorities report, 2017

Internet resources

[West Yorkshire Combined Authority - WYCA](#)
[Leeds City Region Enterprise Partnership LEP](#)

[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](#)

Appendix 1a – Glossary / Acronyms used in the report

APPG – All Party Parliamentary Group

BEIS – Department of Business, Energy and Industrial Strategy

C&LGU – Cities and Local Growth Unit (HM Government)

CBMDC – City of Bradford Metropolitan District Council

CFPS – Centre for Public Scrutiny

DCLG – Department for Communities and Local Government

DHEZ – Digital Health Enterprise Zone

ERDF - European Regional Development Fund

ESF - European Social Fund

ESIF European Structural Investment Fund

EAFRD - European Agricultural Fund for Rural Development

FDI – Foreign Direct Investment

GAC – Governance and Audit Committee

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

GHG Greenhouse Gases

HS2 / HS3 – High Speed 2; High Speed 3

IER – Independent Economic Review (also SEC – Strategic Economic Case)

LAs – Local Authorities

LCR – Leeds City Region

LEP – Leeds City Region Enterprise Partnership

LTP – Local Transport Plan

NEET – Not in Education, Employment or Training

NGT – Next Generation Transport (Leeds)

NPIER - Northern Powerhouse Independent Economic Review – see IER

NPIF – Northern Powerhouse Investment Fund

NPR – Northern Powerhouse Rail (see also HS3)

O&S – Overview and Scrutiny

PIMS – Portfolio Information Management System

PMO – Portfolio Management Office

REOS – CBMDC Regeneration and Economy Overview & Scrutiny Committee

SAF – Single Appraisal Framework

SEP – Strategic Economic Plan

SPAs – Spatial Priority Areas

STP – Strategic Transport Plan (TfN, WYCA)

TfN – Transport for the North

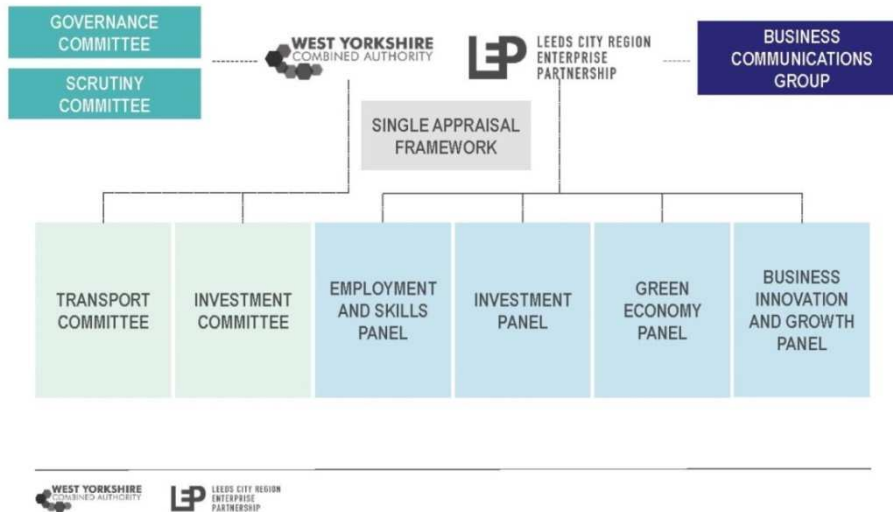
TUPE – Transfer of Undertaking (Protection of Employment)

WYCA – West Yorkshire Combined Authority; also CA Combined Authority

WYJS – West Yorkshire Joint Services

Appendix 1b – WYCA Democratic Structure 2016-17 / 2017-8

WYCA/LEP DEMOCRATIC STRUCTURE 2016-17



As at: 31/08/17

West Yorkshire Combined Authority Appointments 2017 / 2018

West Yorkshire Combined Authority		Bradford	Calderdale	Kirklees	Leeds	Wakefield	York	LEP
Chair: Susan Hinchliffe	Member	Susan Hinchliffe (L)	Tim Swift (L)	David Sheard (L)	Judith Blake (L)	Peter Box (L)	Keith Aspden (LD)	Roger Marsh
Deputy Chair: Tim Swift	Substitute	Imran Khan (L)	Berry Collins (L)	Shabir Pandor (L)	James Lewis (L)	Denise Jeffery (L)	David Carr (C)	Bob Cryan
Members appointed to better reflect political balance across West Yorkshire:		<u>Conservative</u>		<u>Lib Dem</u>	<u>Conservative</u>			
	Member	Simon Cooke		Nicola Turner	Andrew Carter			
	Substitute			Stewart Golton (Leeds)	Nadeem Ahmed (Wakefield)			

West Yorkshire Combined Authority Committees 2016 / 2017

	WYCA Members (Voting)	Bradford Co-optees (Voting)	Calderdale Co-optees (Voting)	Kirklees Co-optees (Voting)	Leeds Co-optees (Voting)	Wakefield Co-optees (Voting)	York Co-optees (Voting)	Other Co-optees
Governance and Audit	Roger Marsh Andrew Carter (C)							Andy Clayton (Independent Member) (Voting)
Chair: Roger Marsh	David Sheard (L)							
Overview and Scrutiny	NIA	Michael Ellis (C) Fozie Shaheen (L) Rosie Watson (L)	Stephen Baines (C) James Baker (LD) Dot Foster (L)	Andrew Cooper (G) Paul Kiene (L) Robert Light (C)	Patrick Davey (L) Kim Groves (L) Peter Hamond (C)	Graham Isherwood (L) Margaret Isherwood (L) Elizabeth Rhodes (L)	Sonia Crisp (L) Ian Cuthbertson (LD) Jenny Brooks (C)	NIA
Chair: Robert Light								
Transport Committee	Tim Swift (L)	Hassan Khan (L) Nusrat Mohammed (L) Rebecca Poulsen (C) Taj Salam (L)	Peter Caffrey (C) Daniel Sutherland (L)	Meryn Bolt (C) Eric Firth (L) Marishaw Kazuhik (L)	Neil Buckley (C) Michael Lyons (L) Christine Towler (L) Keith Wakefield (L)	David Digger (L) Kevin Swift (L)	Ian Gillies (C) (Non-Voting)	Ian Cherry (Private Sector Rep) (Non-voting)
Chair: Keith Wakefield								
Deputy Chair: Eric Firth								
Political Balance Member:				Andrew Pinnock (LD)				
West Yorkshire and York Investment	Peter Box (L)	Alex Rose-Shew (L) (Post Holder)	Berry Collins (L) (Post Holder)	Peter McBride (L) (Post Holder)	Richard Lewis (L) (Post Holder)	Denise Jeffery (L) (Post Holder)	Ian Gillies (C) (Post Holder)	NIA
Chair: Peter Box	Roger Marsh							
Dep Chair: Roger Marsh								

* Except for Transport Committee

As supplied by WYCA August 2017.

Appendix 1c – WYCA/LEP involvement in Outside Bodies 2016-17, also WYCA Senior Management Structure

2017-18 position awaited.

WYCA Representation on Outside Bodies & LEP Panels

Outside Body		2016/17
Transport for the North Partnership Board	Substitute LEP	Judith Blake Keith Wakefield Roger Marsh
Rail North Ltd	Director Substitute	Judith Blake Keith Wakefield
The Association of Rail North Partner Authorities Leaders' Committee	Substitute	Judith Blake Keith Wakefield
East Coast Main Line Authorities		Deputy Chair of Transport Committee
HS2 Regional Programme Board		Keith Wakefield
Calder Valley Line Working Group		Keith Wakefield
City Regions Transport Special Interest Group		Chair of Transport Committee
		Deputy Chair of Transport Committee
		Leader of Opposition - Transport Committee
Northern Powerhouse Investment Fund – Strategic Oversight Board		Roger Marsh
European Structural & Investment Fund (ESIF) - Local Sub Committee	Chair	Roger Marsh
LEP – Business, Innovation and Growth Panel		Tim Swift
LEP – Investment Panel	Chair	Judith Blake
LEP – LCR Strategic Land & Assets Board	Chair	TBC

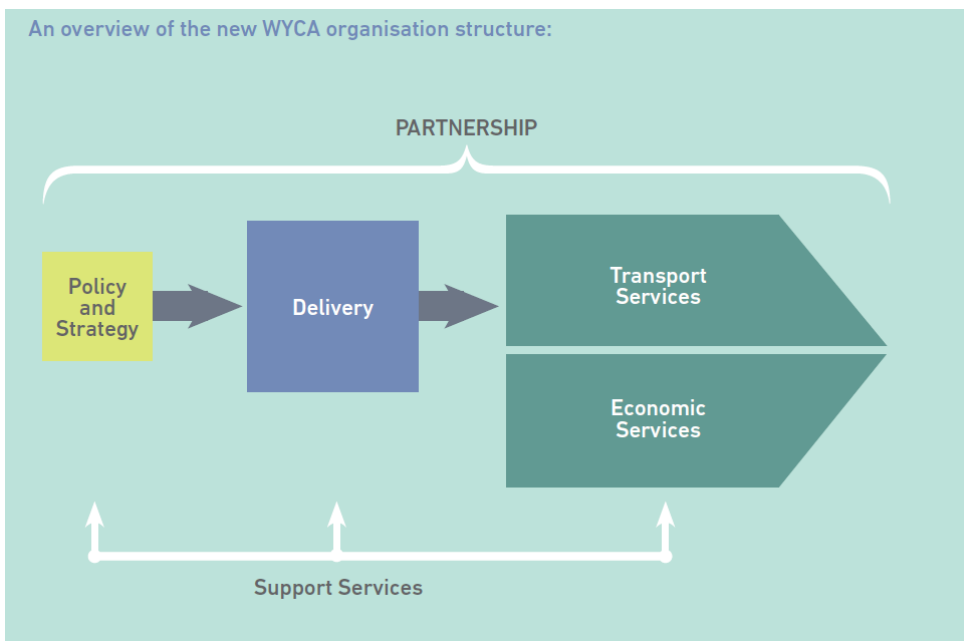
WYCA Senior Management Staff Structure

WYCA organisation is made up of five teams that reflect the way they now operate:

- Policy, Strategy and Communications teams develop the policies and strategies that enable us to determine our priorities for the organisation – and secure the investment to deliver them
- Delivery teams deliver the projects set out in our strategies in a consistent, robust and transparent way
- Economic Services and Transport Services teams deliver services to enable people to travel across the region and create new economic opportunities
- Resources teams provide crucial support to all teams, without which the above would not be possible

Ben Still, Managing Director				
Rob Norreys	Angela Taylor	Melanie Corcoran	David Pearson	Sue Cooke
Director: Policy, Strategy, Communications	Director: Resources	Director: Delivery	Director: Transport Services	Manager: Economic Services

Through the One Organisation Transformation Programme, WYCA is developing a new organisation structure to be fit for the challenges of delivery as well as for the wider prosperity and reform challenges and opportunities in the years ahead



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

BY PROMOTING GOOD GROWTH:



STRATEGIC ECONOMIC PLAN: 2016-2036

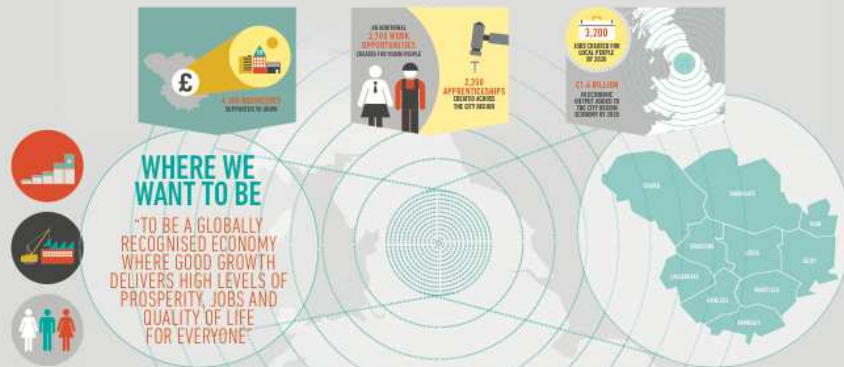
OUR ROADMAP TO FULFIL LEEDS CITY REGION'S EXCEPTIONAL ECONOMIC POTENTIAL

WHERE WE ARE NOW

A CITY REGION WITH HUGE ECONOMIC POTENTIAL



PARTNERSHIPS THAT WORK



HOW WE WILL DO IT



WHAT THIS WILL DELIVER



WHAT WE NEED TO SUCCEED



Appendix 2a

2a i - Growth Deal Dashboard – July 2017 Update as presented to WYCA Investment Committee September 2017 – separate document (A3)

2a ii West Yorkshire + Transport Fund Pipeline – July 2017 Update as presented to WYCA Investment Committee September – separate document (A3)

Appendix 3a – WYCA Corporate Plan 2017-18 Overview

[Corporate Plan 2016-17](#) - As presented to WYCA 28th July 2016

[Corporate Plan 2017-18](#) – As presented to WYCA Summer 2017 – included in the agenda papers

Budget 2016-17 £240m **Budget 2017-18** £296m

Priority 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.
- **Bath Road, Leeds (Total Scheme Value - £16.5m)** - remediation ground works and site preparation work of this Leeds City Council owned land in the Holbeck Urban Village area of the city, will enable the site to be sold for residential development, providing for 160 new homes.
- **Barnsley Town Centre (Total Scheme Value - £93.4m)** - deliver a new high quality town centre in Barnsley, through the regeneration of the old market site, ultimately delivering a mix of new retail, leisure and community facilities.
- **Leeds Brownfield Sites, Leeds (Total Scheme Value - £36.5m)** – development of a number of brownfield sites in East Leeds (Seacroft and Halton Moor) to provide up to 280 new homes. Local Growth Funding will be used for site clearance and remediation, to complement the nearby strategic growth point at the East Leeds Extension.
- **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.
- **York Central (Total scheme value - £49m)** – enable the development of the 72 hectares site to the rear of York Station, creating a catalyst for economic development; improving linkages with surrounding communities and developing York station as a key gateway and improving the National Railway Museum.
- **Kirklees Housing Sites (Total Scheme Value - £47m)** - tackle the costs of transport access and site condition to accelerate delivery and improve viability on three Council-owned housing sites that will deliver over 600 new homes.
- **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.
- **Wakefield Kirkgate (Total Scheme Value: £5m)** –begin works on highways including traffic signals and improvements to footways, storm-water drainage and pedestrian links with Kirkgate Rail Station.
- **Red Hall, Leeds (Total Scheme Value - £31m)** - undertake preparatory site works to release the Red Hall site for housing development and provide land for the route of the East Leeds Orbital Road (ELOR), which will result in the delivery of a strategic housing growth point for the City Region.
- **Northgate House, Halifax (Total Scheme Value - £10.8m)** – redevelop this site for new commercial opportunities as part of a major programme of investment and rationalisation of council property assets in the District.

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 3b – WYCA/LEP Main meetings Summer 2017 and WYCA Overview and Scrutiny 2016-17 & 2017-18 to date

WYCA/LEP Main Meetings Summer 2017 to date (last revised 2nd October 2017)

WYCA AGM - 29th June 2017

1. MEMBERSHIP OF WEST YORKSHIRE COMBINED AUTHORITY
2. APPOINTMENT OF THE CHAIR AND VICE CHAIR OF THE WEST YORKSHIRE COMBINED AUTHORITY (Lead Officer: Ben Still, Author: Angela Taylor)
7. REVISED COMMITTEE ARRANGEMENTS AND APPOINTMENTS (Member lead: Cllr P Box, Author: Angela Taylor)
8. WYCA REPRESENTATION ON OUTSIDE BODIES (Member lead: Cllr P Box, Author: Angela Taylor)
9. OFFICER SCHEME OF DELEGATION (Member lead: Cllr P Box, Author: Angela Taylor)
10. GOVERNANCE ARRANGEMENTS (Member lead: Cllr P Box, Author: Angela Taylor)
11. CODE OF CORPORATE GOVERNANCE (Member lead: Cllr P Box, Author: Angela Taylor)
12. MEMBERS' ALLOWANCES SCHEME (Member lead: Cllr P Box, Author: Angela Taylor)
13. CALENDAR OF MEETINGS 2017/18 (Member lead: Cllr P Box, Author: Angela Taylor)
- PART 2 - OTHER BUSINESS
14. CAPITAL SPENDING & PROJECT APPROVALS (Member lead: Cllr S Hinchcliffe, Author: Melanie Corcoran)
15. WYCA CORPORATE PLAN 2017/18 (Member lead: Cllr P Box, Author: Roger Baker)
16. HS2 GROWTH STRATEGY (Member lead: Cllr J Blake, Author: Rob Norreys)
17. TRANSPORT FOR THE NORTH (Member lead: Cllr K Wakefield, Author: Liz Hunter)
18. A CLEARER WEST YORKSHIRE COMBINED AUTHORITY BRAND IDENTITY (Member lead: Cllr P Box, Author: Roger Baker)
19. WYCA ACCOMMODATION OPTIONS (Member lead: Cllr P Box, Author: Angela Taylor)
20. EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) - SUSTAINABLE URBAN DEVELOPMENT (SUD) (Member lead: Cllr S Hinchcliffe, Author: Heather Waddington)

WYCA Transport Committee - 7th July 2017

Substantive Items

5. APPOINTMENT OF DISTRICT CONSULTATION SUB-COMMITTEES AND THE LOCAL BUS SERVICES WORKING GROUP
6. TRANSPORT STRATEGY
7. BUS STRATEGY
8. SUPPORTED BUS SERVICES
9. CAPITAL SPENDING AND PROJECT APPROVALS
10. MAY 2018 RAIL TIMETABLES: NORTHERN AND TRANS-PENNINE EXPRESS
11. DEFRA AIR QUALITY PLAN CONSULTATION RESPONSE

For information

12. TRANSPORT FOR THE NORTH UPDATE
13. BUS SERVICE CONTRACT MANAGEMENT ISSUES
14. CYCLE CITY AMBITION GRANT PROGRAMME
15. CITY REGION TRANSPORT UPDATE

WY&Y Investment Committee - 12th July 2017

Substantive Items

5. APPOINTMENT OF INVESTMENT PANEL
6. LEEDS CITY REGION GROWTH DEAL DELIVERY
7. CAPITAL SPENDING & PROJECT APPROVALS
8. SKILLS SHORTAGE IN LEEDS CITY REGION (CA)

LEP Board - 19th July 2017

Substantive Items

4. PANEL CHAIR UPDATES

- (a) COMMUNICATIONS, MARKETING AND BUSINESS ENGAGEMENT UPDATE (Led by: Rashik Parmar)
- (b) BUSINESS, INNOVATION AND GROWTH PANEL UPDATE (Led by: Andrew Wright)
- (c) EMPLOYMENT AND SKILLS PANEL UPDATE (Led by: Stephanie Burras)
- (d) GREEN ECONOMY PANEL UPDATE (Led by: Paul Hamer)

5. GROWTH DEAL UPDATE

6. GOVERNANCE UPDATE

7. ECONOMIC REPORTING

8. LCR ENTERPRISE ZONES STRATEGY AND IMPLEMENTATION PLAN - VERBAL UPDATE

9. BROADBAND INFRASTRUCTURE UPDATE

10. EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) - SUSTAINABLE URBAN DEVELOPMENT (SUD)

11. TRANSPORT FOR THE NORTH

12. HS2 GROWTH STRATEGY

13. NATIONAL POLICY UPDATE

14. CREATING THE ENVIRONMENT FOR GROWTH (STRATEGIC PRIORITY 4)

- (a) LEEDS CITY REGION PLANNING PORTFOLIOS BOARD UPDATE
- (b) LEEDS CITY REGION LAND AND ASSETS BOARD UPDATE

WYCA - 3rd August 2017

APPOINTMENT OF THE WYCA CHAIR (Cllr Hinchcliffe)

Substantive Items

6 CAPITAL SPENDING AND PROJECT APPROVALS (Member lead: Cllr S Hinchcliffe, Author: Melanie Corcoran)

7 A CITY REGION POLICY AND FUNDING FRAMEWORK FOR INCLUSIVE GROWTH (Member lead: Cllr S Hinchcliffe, Author: Rob Norreys)

8 TRANSPORT STRATEGY ADOPTION (Member lead: Cllr K Wakefield, Author: Rob Norreys)

9 BUS STRATEGY ADOPTION (Member lead: Cllr K Wakefield, Author: Rob Norreys)

10 TRANSPORT FOR THE NORTH (Member lead: Cllr K Wakefield, Author: Liz Hunter)

11 PROPOSED PENSION TRANSFER (Member lead: Cllr P Box, Author: Angela Taylor)

12 GOVERNANCE ARRANGEMENTS (Member lead: Cllr S Hinchcliffe, Author: Caroline Allen)

WY&Y Investment Committee - 6th September 2017

4. MINUTES OF THE MEETING OF THE WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE HELD ON 12 JULY 2017

Substantive Items

5. INVESTMENT PANEL - GOVERNANCE ISSUES

6. LEEDS CITY REGION GROWTH DEAL DELIVERY

7. CAPITAL SPEND AND PROJECT APPROVALS

8. WAKEFIELD EASTERN RELIEF ROAD : CHANGE REQUEST

9. ESIF SUD UPDATE

WYCA Transport Committee – 8th September 2017

4. MINUTES OF THE MEETING OF THE TRANSPORT COMMITTEE HELD ON 7 JULY 2017 For decision

5. HS2 AND THE HS2 GROWTH STRATEGY

6. TRANS-PENNINE ROUTE UPGRADE

7. EAST MIDLANDS RAIL FRANCHISE CONSULTATION

- 8. ROAD NETWORKS UPDATE
- 9. PROPOSED DISPOSAL OF PART OF A PARCEL OF LAND AT BARNSELEY ROAD, FLOCKTON
- 10. PROPOSED DISPOSAL OF TWO PARCELS OF LAND LOCATED WITHIN 3/5 ALMA ROAD, LEEDS
- For information
- 11. CITY REGION TRANSPORT UPDATE

LEP Board - 19th September 2017

- 4. PANEL CHAIR UPDATES
 - (a) COMMUNICATIONS, MARKETING AND BUSINESS ENGAGEMENT (Led by: Rashik Parmar)
 - b) BUSINESS INNOVATION AND GROWTH PANEL
 - c) EMPLOYMENT AND SKILLS PANEL (Led by: Stephanie Burras)
 - (d) GREEN ECONOMY PANEL (Led by: Paul Hamer)
 - (e) LAND AND ASSETS PANEL (Led by: Cllr Tim Swift)
- 5. LEEDS CITY REGION ENTERPRISE ZONES PROGRAMME
- 6. HS2 AND THE HS2 GROWTH STRATEGY UPDATE
- 7. GROWTH DEAL UPDATE
- 8. AUTUMN BUDGET SUBMISSION
- 9. ECONOMIC REPORTING
- For information
- 12. TRANSPORT STRATEGY AND BUS STRATEGY ADOPTION
- 13. HEATHROW LOGISTICS HUB
- 14. CREATING THE ENVIRONMENT FOR GROWTH (STRATEGIC PRIORITY 4)
- A) LEEDS CITY REGION PLANNING PORTFOLIOS BOARD UPDATE

WYCA - 5th October 2017 – published agenda

- 4. MINUTES OF THE MEETING HELD ON 3 AUGUST 2017
- For Decision
- 5. CAPITAL SPENDING & PROJECT APPROVALS (Member lead: Cllr P Box, Director: Melanie Corcoran)
- 6. HS2 AND THE HS2 GROWTH STRATEGY (Member lead: Cllr K Wakefield, Director: Rob Norreys)
- 7. VISION FOR NORTHERN POWERHOUSE RAIL (Member lead: Cllr J Blake, Director: Rob Norreys)
- 8. CONSENT TO REGULATIONS ESTABLISHING TRANSPORT FOR THE NORTH
Please note Appendix 1 is confidential (Member lead: Cllr J Blake, Director: Rob Norreys)
- 9. BUSINESS PLANNING & BUDGET 2018/19 (Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)
- 10. INDUSTRIAL STRATEGY & AUTUMN BUDGET SUBMISSION (Member lead: Roger Marsh, Director: Rob Norreys)
- 11. PROPOSED PENSION TRANSFER (Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)
- For Information
- 12. ESIF SUD UPDATE (Member lead: Cllr P Box, Director: Angela Taylor)

WYCA Overview and Scrutiny 2016/17 and 2017/18 to date

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

Forward programme of work for 2017-18 – based on agenda setting for meetings was discussed on 22 March 2017. The Committee was asked to consider items for the coming year, with the next meeting after the April one likely to take place in July, followed by meetings in September,

November, January and March. Minutes of the meeting are awaited along with initial Forward Programme of work for 2017-18. Archive - <http://www.westyorks-ca.gov.uk/your-ca/overview-scrutiny-committee/archive/> . Next Meeting 15 November 2017

20 September 2017
Minutes of the Meeting 28 April 2017
Inclusive Growth
Loan to Oxford GB2 (Leeds Hilton)
WYCA Office Accommodation
Devolution – verbal update
Forward Programme of work
Feedback to WYCA

July meeting – cancelled

28 April 2017
Minutes of the Meeting 22 March 2017
Devolution with Councillor Box
Evaluation of economic projects
Changes to governance

22 March 2017
Minutes of the Meeting of the Overview and Scrutiny Committee held on 25 January 2017
Feedback from O&S Working Groups
Investment Committee Issues & Priorities (Verbal by Cllr Hinchcliffe - No Report) – slides on file
Corporate Plan
Governance and Legislative Amendments
Forward Programme of Work - 2017-18
Items for Information
Draft Minutes of the Meeting of WYCA held on 2 February 2017
Items for Feedback to WYCA (Verbal - No Report)

25 January 2017
Minutes of the meeting of the Overview and Scrutiny Committee held on 7 December 2016
LEP Grants and Spend Activity
Transport Issues and Priorities (Verbal by Cllr Wakefield - No Report) – slides on file
Corporate Plan and Budget
Leeds City Region: Assurance Framework Review
Devolution Update
Forward Programme of Work
Items for Information
- Draft Minutes of the meeting of WYCA held on 1 December 2016
-Update of the Strategic Economic Plan Delivery Working Group & Transport Plan Delivery Working Groups
Items for Feedback to WYCA (Verbal - No Report)

07 December 2016
Minutes of the Meeting of the Overview and Scrutiny Committee held on 22 September 2016
LEP Priorities (Presentation - No Report)
Devolution Update
Forward Programme of Work
Items for Information
-Draft Minutes of the meeting of WYCA held on 29 September 2016
-Update of the Strategic Economic Plan Delivery Working Group and Transport Plan Delivery Working Groups
Items for Feedback to WYCA (Verbal - No Report)

22 September 2016

Minutes of the Meeting of the Overview and Scrutiny Committee held on 13 July 2016

Flood Response

WYCA Corporate Plan, Budget and Priorities

NGT Decision

Devolution Update

Governance Update

Forward Programme of Work

Items for Information:

- Draft Minutes of the Meeting of WYCA held on 28 July 2016

- Verbal Update of the Transport Plan Working Group held on 8 Sept 2016 (No Report)

- Verbal Update Strategic Economic Plan Delivery Working Group held on 12 Sept 2016 (No Report)

Items for Feedback to WYCA

13 July 2016

Minutes of the meeting of the Overview and Scrutiny Committee held on 23 March 2016

Appointment of Vice Chair

Governance Issue

Future Programme of Work

Flood Resilience

Devolution

NGT Decision

Items for Information

-Minutes of the meeting of WYCA held on 31 March 2016

Items for Feedback to WYCA (Verbal - No Report)

23 March 2016

Minutes of the Meeting of the Overview and Scrutiny Committee held on 16 February 2016

Flood Resilience in the Leeds City Region

Devolution Update

Forward Programme of Work

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

16 February 2016

Minutes of the Meeting held on 2 December 2015

Transport Issues and Priorities

Devolution

Floods Response

Forward Programme of Work

Reporting to WYCA

Items for Information:

-Minutes of the Meeting of the WYCA held on 20 November 2015

Notes of the Meeting of the Priorities Task & Finish Group held on 19 January 2016

2nd December 2015 including WYCA 2016/2017 Budget and Business Plan

Meetings also took place on 23 September 2015; 23 July 2015; & 28 April 2015

Bradford District Engagement Sub Committee - <http://www.westyorks-ca.gov.uk/your-ca/bradford-district-engagement/>

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Growth Deal dashboard

Figures accurate up to: End of July 2017

2017/18	£100,154,776	Total Outturn Forecast	£97,525,084
Target		Actual	£11,430,844

Project name	Project responsibility	Previous years spend		In-year spend and RAG rating (2017/18)					Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer	2015/16	2016/17	Agreed annual allocation	Actual spend to date (July 2017)	Forecast spend (August 17 to Mar 18)	Total of actual and forecast	RAG rating	2018/19	2019/20	2020/21	
Business Growth Programme	Sue Cooke	£6,660,742	£8,337,742	£3,001,516	£1,128,926	£3,872,590	£5,001,516	GREEN	£2,500,000	£2,500,000	£2,000,000	£27,000,000
Access to Capital Grants Programme	Sue Cooke	£0	£1,513,095	£1,671,020	£3,480,158	£960,510	£4,440,668	GREEN	£3,248,745	£3,248,745	£3,248,747	£15,700,000
Huddersfield Incubation & Innovation Programme	Liz Townes-Andrews	£0	£0	£2,983,986	£978	£2,922,000	£2,922,978	RED	£0	£0	£0	£2,922,000
Leeds University Innovation Centre	Ceri Williams	£0	£2,416,585	£613,415	£583,415	£0	£583,415	GREEN	£0	£0	£0	£3,000,000
Business Expansion Fund - Strategic Inward Investment Fund	Sue Cooke	£0	£0	£5,250,000	£0	£1,071,136	£1,071,136	GREEN	£2,608,504	£4,098,740	£4,671,620	£12,450,000
Business Expansion Fund - Digital Sector Soft Landing Scheme	Sue Cooke	£0	£0	£0	£0	£116,636	£116,636	GREEN	£308,504	£338,740	£236,120	£1,000,000
Priority 1: Growing Business		£6,660,742	£12,267,422	£13,519,937	£5,193,477	£7,755,100	£14,019,713		£8,357,249	£9,847,485	£9,920,367	£61,072,000
Round 1 - Shipley College Mill	Nav Chohan	£119,000	£0	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£119,000
Round 1 - Leeds City College Printworks	Jane Pither/Lydia Devenny	£933,800	£7,794,608	£270,167	£0	£269,950	£269,950	GREEN	£0	£0	£0	£8,998,358
Round 1 - Calderdale College	Denise Cheng Carter	£2,000,000	£2,977,000	£0	£-14,333	£0	£-14,333	COMPLETE	£0	£0	£0	£4,962,667
Round 1 - Kirklees College	Ian Webster	£3,000,996	£100,001	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£3,100,997
Round 2a - Wakefield College	John Foster	£0	£3,327,133	£0	£-99,814	£0	£-99,814	N/A	£0	£0	£0	£3,227,319
Round 2a - Selby College	Liz Ridley	£0	£693,748	£0	£-20,812	£0	£-20,812	N/A	£0	£0	£0	£672,936
Round 2a - Shipley College Salt Building	Nav Chohan	£0	£300,000	£0	£-9,000	£0	£-9,000	N/A	£0	£0	£0	£291,000
Round 2a - Bradford College	Andy Welsh	£0	£250,000	£0	£-7,500	£0	£-7,500	N/A	£0	£0	£0	£242,500
Round 2b - Leeds College of Building	Ian Billyard	£0	£1,263,639	£7,886,362	£79,937	£4,892,807	£4,972,744	AMBER	£5,555,686	£150,000	£0	£11,942,069
Round 2b - Leeds City College Quarry Hill	Jane Pither/Lydia Devenny	£0	£10,045,152	£14,774,848	£978,368	£14,487,789	£15,466,157	GREEN	£5,884,682	£2,004,000	£0	£33,399,991
Round 2b - Kirklees College Learning Quarter	Ian Webster	£0	£3,367,457	£6,396,761	£1,564,403	£5,522,085	£7,086,488	GREEN	£667,273	£0	£0	£11,121,217
Priority 2: Skilled People, Better Jobs		£6,053,796	£30,118,737	£29,328,138	£2,471,248	£25,172,631	£27,643,879		£12,107,641	£2,154,000	£0	£78,078,053
Resource Efficiency Fund	Sue Cooke	£0	£0	£323,721	£83,721	£240,000	£323,721	GREEN	£251,163	£145,116	£0	£720,000
Energy Accelerator	Jacqui Warren	£0	£0	£490,986	£0	£476,789	£476,789	RED	£123,211	£0	£0	£600,000
Leeds District Heat Network	Neil Evans	£8,345	£0	£4,867,923	£0	£0	£0	RED	£6,991,655	£0	£0	£7,000,000
Tackling Fuel Poverty	Liz Courtney	£0	£781,414	£2,392,200	£160,864	£2,315,424	£2,476,288	GREEN	£2,742,297	£0	£0	£6,000,000
Priority 3: Clean Energy and Economic Resilience		£0	£789,759	£8,074,830	£244,585	£3,032,213	£3,276,798		£10,108,326	£145,116	£0	£14,320,000
East Leeds Housing Growth - Red Hall	Martin Farrington	£2,000,000	£2,000,000	£0	£0	£0	£0	N/A	£0	£0	£0	£4,000,000
East Leeds Housing Growth - Brownfield Sites	Martin Farrington	£0	£1,100,000	£0	£0	£0	£0	N/A	£0	£0	£0	£1,100,000
Halifax Town Centre (Northgate House)	Mark Thompson	£300,000	£0	£0	£0	£0	£0	N/A	£1,000,000	£0	£0	£1,300,000
One, City Park, Bradford	Steve Hartley	£400,000	£0	£0	£0	£0	£0	N/A	£1,600,000	£2,200,000	£1,000,000	£5,200,000
Barnsley Town Centre	David Shepherd	£1,757,000	£0	£0	£0	£0	£0	N/A	£0	£0	£0	£1,757,000
Kirklees Housing sites	Naz Parker	£200,000	£205,000	£104,000	£0	£104,000	£104,000	GREEN	£191,000	£300,000	£0	£1,000,000
Bath Road, Leeds	Martin Farrington	£580,000	£0	£0	£0	£0	£0	N/A	£0	£0	£0	£580,000
Bradford Odeon	Steve Hartley	£0	£0	£0	£0	£0	£0	N/A	£325,000	£0	£0	£325,000
Forge Lane, Kirklees	Paul Kemp	£0	£0	£0	£0	£0	£0	N/A	£4,620,000	£0	£0	£4,620,000
York Central	Neill Ferris	£0	£1,421,500	£1,128,500	£0	£1,128,500	£1,128,500	GREEN	£0	£0	£0	£2,550,000
Wakefield Civic Quarter	Andy Wallhead	£0	£0	£1,085,000	£0	£1,085,000	£1,085,000	GREEN	£15,000	£0	£0	£1,100,000
York Guildhall	Neill Ferris	£0	£791,500	£1,556,000	£234,500	£1,321,500	£1,556,000	GREEN	£0	£0	£0	£2,347,500
New Bolton Woods	Shelagh Crossley	£0	£0	£0	£0	£195,000	£195,000	GREEN	£3,405,000	£0	£0	£3,600,000
Balance of available funding		£0	£0	£0	£0	£0	£0	N/A	£6,105,435	£2,011,437	£1,256,238	£9,373,110
Priority 4a: Housing and Regeneration		£5,237,000	£5,518,000	£3,873,500	£234,500	£3,834,000	£4,068,500		£17,261,435	£4,511,437	£2,256,238	£38,852,610
Wakefield Eastern Relief Road	Neil Rodgers	£15,284,765	£14,435,236	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£32,019,001

Aire Valley Park and Ride	Gary Bartlett	£0	£5,705,149	£3,123,453	£1,278,397	£1,348,564	£2,626,961	GREEN	£715,000	£0	£0	£9,047,110
Wakefield City Centre - Phase 1 Kirkgate	Neil Rodgers	£0	£76,972	£0	£717,249	£2,764,774	£3,482,023	GREEN	£1,085,278	£0	£0	£4,644,273
South Elmsall Rail Car Parking Extension	Melanie Corcoran	£0	£120,000	£0	£0	£488,329	£488,329	GREEN	£0	£0	£0	£608,329
A629a Phase 1A - Jubilee Road to Free School Lane & monitoring	Mark Thompson	£0	£0	£0	£0	£2,920,020	£2,920,020	GREEN	£2,425,798	£0	£0	£5,345,818
Fitzwilliam - Rail Park and Ride	Neil Rogers	£0	£0	£0	£0	£467,386	£467,386	GREEN	£209,540	£0	£0	£676,926
Hebden Bridge - Rail Park and Ride	Melanie Corcoran	£0	£0	£0	£0	£582,358	£582,358	RED	£0	£0	£0	£582,358
Priority 4 WYTF pipeline	Development	£2,739,455	£5,829,389	£34,334,918	£1,291,388	£22,872,862	£24,164,249	RED	£6,715,335	£3,974,999	£734,374	£44,157,801
	Delivery	£0	£0	£0	£0	£8,227,020	£8,227,020	RED	£94,472,641	£181,945,066	£165,471,472	£450,116,199
Priority 4b (WYTF) WYCA Delivery Costs	Kate Thompson	£1,570,197	£1,354,748	£0	£0	£1,382,847	£1,382,847	N/A	£1,377,675	£1,530,717	£1,900,000	£9,116,184
Priority 4b: Transport		£19,594,417	£27,521,495	£37,458,371	£3,287,034	£41,054,160	£44,341,194		£84,142,894	£62,840,750	£42,459,250	£280,900,000
Mytholmroyd Flood Alleviation (GD3)	Adrian Gill	£0	£2,500,000	£0	£0	£0	£0	GREEN	£0	£0	£0	£2,500,000
Leeds Flood Alleviation (GD3)	Martin Farrington	£0	£3,786,981	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£3,786,981
Skipton Flood Alleviation (GD3)	Adrian Gill	£0	£1,500,000	£0	£0	£0	£0	COMPLETE	£0	£0	£0	£1,500,000
Priority 4c: Pipeline	Adrian Gill			£2,000,000	£0	£2,000,000	£2,000,000	AMBER	£3,500,000	£4,500,000	£2,200,000	£12,200,000
Priority 4c: Flood Resilience		£0	£7,786,981	£2,000,000	£0	£2,000,000	£2,000,000		£3,500,000	£4,500,000	£2,200,000	£19,986,981
Leeds Aire Valley EZ	Martin Farrington			£4,000,000	£0	£0	£0	AMBER	£10,000,000	£0	£0	£10,000,000
LCR EZs M62 sites	TBC				£0	£275,000	£275,000	AMBER	£725,000	£4,000,000	£5,000,000	£10,000,000
Priority 4d: Enterprise Zone				£4,000,000	£0	£275,000	£275,000	£0	£10,725,000	£4,000,000	£5,000,000	£20,000,000
WYCA Delivery costs - non Transport		£475,122	£765,373	£1,900,000	£0	£0	£1,900,000	N/A	£0	£0	£0	£3,140,495
Total Growth Deal expenditure		£38,021,077	£84,767,767	£100,154,776	£11,430,844	£83,123,104	£97,525,084		£146,202,546	£87,998,788	£61,835,855	£516,350,139

West Yorkshire Transport Fund pipeline

Figures accurate up to: July 2017

2017/18	£34,334,918	Total Outturn Forecast	£32,391,269
Target		Actual	£1,291,388

Project name	Project responsibility	Category	Previous years spend			In-year spend and RAG rating (2017/18)				Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer		Prior Years	2015/16	2016/17	Actual spend to date (July 2017)	Total forecast	Total Forecast outturn	RAG rating	2018/19	2019/20	2020/21	
Transport projects at Stage 2 that will commence in 2017/18													
A629 Phase 1a: Jubilee Road to Free School Lane & monitoring	Mark Thompson	Development	302,000	160,000	1,442,043	731,872	1,046,794	1,778,666	GREEN	-	-	-	2,950,837
		Delivery	-	-	-	-	2,921,020	2,921,020	GREEN	2,424,798	-	-	5,345,818
Leeds Station Gateway - New station Street	Liz Hunter	Development	-	-	41,036	-	106,500	106,500	RED	-	-	-	147,536
		Delivery	-	-	-	-	591,000	591,000	RED	1,000,000	-	-	1,591,000
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	Development	1,020,000	929,199	1,554,106	-	4,958,000	4,958,000	AMBER	1,123,767	273,769	251,855	10,110,696
		Delivery	-	-	-	-	-	-	AMBER	27,646,000	27,000,000	14,814,000	69,460,000
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R	Gary Bartlett	Development	269,000	277,672	245,500	-	-	-	na	-	-	-	792,172
		Delivery	-	-	-	-	-	-	na	-	-	-	-
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rogers	Development	-	72,878	-	-	-	-	na	-	-	-	72,878
		Delivery	-	-	-	-	-	-	na	-	-	-	-
UTMC (formerly HNEP)	Richard Hadfield (Kirklees)	Development	-	-	29,011	-	130,030	130,030	RED	90,959	-	-	250,000
		Delivery	-	-	-	-	250,000	250,000	RED	1,550,000	2,000,000	-	3,800,000
Rail Parking Package - Mytholmroyd	Melanie Corcoran	Development	-	-	-	-	-	-	GREEN	-	-	-	-
		Delivery	-	-	-	-	640,000	640,000	GREEN	3,000,000	-	-	3,640,000
Rail Parking Package - Shipley	Melanie Corcoran	Development	-	-	-	-	-	-	RED	-	-	-	-
		Delivery	-	-	-	-	1,275,000	1,275,000	RED	1,275,000	-	-	2,550,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	Development	-	-	-	-	-	-	RED	-	-	-	-
		Delivery	-	-	-	-	1,265,000	1,265,000	RED	1,265,000	-	-	2,530,000
Rail Parking Package - Mirfield	Melanie Corcoran	Development	-	-	-	-	-	-	AMBER	-	-	-	-
		Delivery	-	-	-	-	845,000	845,000	AMBER	845,000	-	-	1,690,000
Rail Parking Package - Normanton	Melanie Corcoran	Development	-	-	-	-	-	-	GREEN	-	-	-	-
		Delivery	-	-	-	-	440,000	440,000	GREEN	1,000,000	0	0	1,440,000
Support projects at Stage 2 that will commence post 2017/18													
Bradford Interchange Station Gateway	Julian Jackson	Development	-	25,000	20,838	6,386	34,162	40,548	GREEN	0	0	0	80,000
		Delivery	-	-	-	-	-	-	GREEN	-	-	7,000,000	7,000,000
Bradford FS Station Gateway	Julian Jackson	Development	-	20,000	116,717	22,364	763,633	785,997	GREEN	1,832,719	1,152,245	-	3,885,314
		Delivery	-	-	-	-	-	-	GREEN	-	5,723,732	8,743,340	14,467,072
A650 Tong Street	Julian Jackson	Development	50,000	-	21,038	5,587	94,380	99,967	AMBER	19,582	-	-	185,000
		Delivery	-	-	-	-	-	-	AMBER	-	10,000,000	8,000,000	18,000,000
SE Bradford Access Rd	Julian Jackson	Development	-	-	-	-	91,008	91,008	GREEN	-	-	-	91,008
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Bradford to Shipley Corridor	Julian Jackson	Development	-	30,000	5,011	885	91,885	92,770	RED	187,104	-	-	314,000
		Delivery	-	-	-	-	-	-	RED	-	13,000,000	14,000,000	27,000,000
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	Development	140,000	137,628	301,133	71,908	185,239	257,147	RED	-	-	-	764,000
		Delivery	-	-	-	-	-	-	RED	4,415,000	3,176,000	-	7,591,000
Harrogate Road New Line	Julian Jackson	Development	166,000	146,399	15,601	-	800,971	800,971	RED	154,000	-	-	1,282,971
		Delivery	-	-	-	-	-	-	RED	1,901,000	1,732,740	-	3,633,740
Halifax Station Gateway	Mark Thomson	Development	5,000	156,738	44,171	-	99,653	99,653	GREEN	-	-	-	305,562
		Delivery	-	-	-	-	-	-	GREEN	-	-	7,483,848	7,483,848
A641 Bradford - Huddersfield Corridor	Mark Thomson	Development	-	-	60,829	14,378	78,342	92,720	AMBER	-	-	-	139,171
		Delivery	-	-	-	-	-	-	AMBER	10,000,000	11,000,000	15,000,000	36,000,000
A629 Phase 1b: Elland Wood Bottom to Jubilee Road	Mark Thomson	Development	-	169,994	198,719	80,037	756,681	836,718	GREEN	-	-	-	1,125,394
		Delivery	-	-	-	-	-	-	GREEN	8,552,565	5,340,349	-	13,892,914
A629 Phase 2: Phase 2a, 2b and 2c	Mark Thomson	Development	340,000	44,591	280,192	189,208	1,761,009	1,950,217	GREEN	48,649	-	-	2,474,441
		Delivery	-	-	-	-	-	-	GREEN	8,578,039	11,883,471	13,474,071	33,935,581
A629 Phase 4: Ainley Top	Mark Thomson	Development	-	-	51,736	19,205	19,205	38,410	GREEN	-	-	-	70,941
		Delivery	-	-	-	-	-	-	GREEN	-	10,000,000	-	10,000,000
Huddersfield Station Gateway	Richard Hadfield	Development	-	27,615	22,385	-	-	-	AMBER	-	-	-	50,000
		Delivery	-	-	-	-	-	-	AMBER	-	5,000,000	-	5,000,000
A653 Leeds to Dewsbury Corridor (M2D2L)	Richard Hadfield	Development	80,000	-	59,261	16,750	70,739	87,489	AMBER	-	-	-	210,000
		Delivery	-	-	-	-	-	-	AMBER	2,000,000	10,500,000	-	12,500,000
M62 Junction 24a	Richard Hadfield	Development	-	-	12,976	-	57,024	57,024	AMBER	-	-	-	70,000
		Delivery	-	-	-	-	-	-	AMBER	-	18,500,000	-	18,500,000
A629 Phase 5 - Ainley Top into Huddersfield	Richard Hadfield	Development	-	52,000	48,000	15,615	101,515	117,130	GREEN	-	-	-	201,515
		Delivery	-	-	-	-	-	-	GREEN	-	2,546,975	2,038,112	4,585,087
A62 and A644 Corridors incorporating Cooper bridge	Richard Hadfield	Development	485,000	110,000	15,000	-	-	-	AMBER	-	-	-	610,000
		Delivery	-	-	-	-	-	-	AMBER	10,395,000	10,395,000	20,790,000	41,580,000
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	Development	-	-	54,468	32,049	91,463	123,511	GREEN	115,000	95,000	44,519	400,450
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-

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Thorpe Park Station	Liz Hunter	Development	-	-	3,382	-	190,000	190,000	GREEN	285,000	25,000	-	503,382
		Delivery	-	-	-	-	-	-	GREEN	-	-	5,000,000	5,000,000
A65-LBIA Link Road	Gary Bartlett	Development	210,000	8,688	266,812	-	324,500	324,500	GREEN	-	-	-	810,000
		Delivery	-	-	-	-	-	-	GREEN	1,597,239	1,722,799	2,469,603	5,789,641
A6110 Leeds Outer Ring Rd	Gary Bartlett	Development	-	-	-	-	286,000	286,000	AMBER	-	-	-	286,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Leeds City Centre Network and Interchange Package	Gary Bartlett	Development	319,000	31,337	278,000	-	800,000	800,000	AMBER	979,678	1,365,985	-	3,774,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	5,340,672	5,340,672
Castleford Station Gateway	TBC	Development	-	-	20,329	-	671	671	GREEN	-	-	-	21,000
		Delivery	-	-	-	-	-	-	GREEN	1,485,000	1,485,000	730,000	3,700,000
Wakefield City Centre Package Phase 2 Ings Road	Neil Rogers	Development	-	-	-	5,850	199,999	205,849	GREEN	70,001	-	-	270,000
		Delivery	-	-	-	-	-	-	GREEN	20,000	1,555,000	1,457,593	3,032,593
Glasshoughton Southern Link Road	Neil Rogers	Development	-	80,000	-	79,294	466,124	545,418	GREEN	186,876	-	-	733,000
		Delivery	-	-	-	-	-	-	GREEN	1,300,000	2,492,000	2,276,233	6,068,233
Castleford Growth Corridor Scheme	Neil Rogers	Development	-	67,000	73,917	-	59,083	59,083	AMBER	-	-	-	200,000
		Delivery	-	-	-	-	-	-	AMBER	2,223,000	8,892,000	5,960,000	17,075,000
CIP - Phase 1 - Leeds Fink Hill	Gary Bartlett	Development	-	-	-	-	115,000	115,000	AMBER	-	-	-	115,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Leeds Dyneley Arms	Gary Bartlett	Development	-	-	-	-	402,000	402,000	AMBER	-	-	-	402,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Leeds Dawsons Corner	Gary Bartlett	Development	-	-	-	-	1,008,000	1,008,000	AMBER	-	-	-	1,008,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Kirklees Holmfirth Town Centre	Richard Hadfield	Development	-	-	-	-	250,000	250,000	AMBER	-	-	-	250,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Kirklees Huddersfield Southern Gateways	Richard Hadfield	Development	-	-	-	-	300,000	300,000	AMBER	-	-	-	300,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Kirklees A62 Smart Corridor	Richard Hadfield	Development	-	-	-	-	250,000	250,000	AMBER	-	-	-	250,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Calderdale A58/A672 Corridor	Mark Thompson	Development	-	-	-	-	235,000	235,000	AMBER	-	-	-	235,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Calderdale A646/A6033 Corridor	Mark Thompson	Development	-	-	-	-	195,000	195,000	AMBER	-	-	-	195,000
		Delivery	-	-	0	-	0	0	AMBER	-	-	-	-
CIP - Phase 1 - Bradford A650 Shipley Airedale/A647 Ss Road	Julian Jackson	Development	-	-	-	-	277,000	277,000	AMBER	-	-	-	277,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Bradford A6177 ORR/Thornton Road	Julian Jackson	Development	-	-	-	-	440,000	440,000	AMBER	-	-	-	440,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	Julian Jackson	Development	-	-	-	-	308,000	308,000	AMBER	-	-	-	308,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road	Julian Jackson	Development	-	-	-	-	220,000	220,000	AMBER	-	-	-	220,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
CIP - Phase 1 - Wakefield A650 Newton Bar	Neil Rogers	Development	-	-	-	-	75,000	75,000	AMBER	-	-	-	75,000
		Delivery	-	-	0	-	0	0	AMBER	-	-	-	-
Rail Park and Ride (Phase 1) Programme	Melanie Corcoran	Development	58,908	108,336	409,181	-	508,152	508,152	GREEN	-	-	-	1,084,577
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Rail Parking Package - Knottingley	Melanie Corcoran	Development	-	-	-	-	1,780,000	1,780,000	AMBER	-	-	-	1,780,000
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Rail Park and Ride (Phase 2) Programme	Melanie Corcoran	Development	-	-	137,997	-	-	-	GREEN	-	-	-	137,997
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Rail Park & Ride (Phase 2) - Apperley Bridge	Melanie Corcoran	Development	-	-	-	-	113,100	113,100	AMBER	-	-	-	113,100
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Rail Park & Ride (Phase 2) - Guiseley	Melanie Corcoran	Development	-	-	-	-	143,000	143,000	AMBER	-	-	-	143,000
		Delivery	-	-	0	-	0	0	AMBER	-	-	-	-
Rail Park & Ride (Phase 2) - Moorthorpe	Melanie Corcoran	Development	-	-	-	-	110,500	110,500	AMBER	-	-	-	110,500
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Rail Park & Ride (Phase 2) - Outwood	Melanie Corcoran	Development	-	-	-	-	110,500	110,500	AMBER	-	-	-	110,500
		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Calder Valley Line Elland Station	TBC	Development	-	-	-	-	-	-	GREEN	-	-	-	-
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
York Central Access	Neil Ferris	Development	-	-	-	-	930,000	930,000	AMBER	771,000	339,000	60,000	2,100,000
		Delivery	-	-	-	-	-	-	AMBER	-	10,000,000	20,894,000	30,894,000
York Northern Outer Ring Road	Neil Ferris	Development	-	-	-	-	1,040,000	1,040,000	GREEN	556,000	624,000	220,000	2,440,000
		Delivery	-	-	0	-	0	0	GREEN	2,000,000	8,000,000	10,000,000	20,000,000
Corridor Improvement Programme (formerly HEBP)		Development	-	-	-	-	50,000	50,000	GREEN	100,000	100,000	158,000	408,000
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Transformational -South Featherstone Link Rd - Feasibility Study		Development	-	-	-	-	-	-	GREEN	-	-	-	-
		Delivery	-	-	0	-	0	0	GREEN	-	-	-	-
Transformational - Kirklees - North Kirklees Orbital Route - Feasibility Study		Development	-	-	-	-	248,000	248,000	GREEN	-	-	-	248,000
		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-

Transformational - York Northern Outer Ring Road Dualling- Feasibility Study	Development	-	-	-	-	100,000	100,000	GREEN	195,000	-	-	295,000
	Delivery	-	-	0	-	0	0	GREEN	-	-	-	-
Development		3,444,908	2,716,980	5,829,389	1,291,388	22,872,862	24,164,249		6,715,335	3,974,999	734,374	44,157,801
Delivery		-	-	-	-	8,227,020	8,227,020		94,472,641	181,945,066	165,471,472	450,116,199
Total		3,444,908	2,716,980	5,829,389	1,291,388	31,099,882	32,391,269	-	101,187,976	185,920,065	166,205,846	494,274,000

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West Yorkshire Combined Authority

Corporate Plan 2017/18



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Introduction

AT THE HEART OF THE UK IS A CITY REGION THAT'S REALLY GOING PLACES

"Our organisation is the driving force behind local partners' collective efforts to make the Leeds City Region known globally as a place where everyone can combine economic success with an outstanding quality of life."

Our main goal is 'inclusive growth' – ensuring the widest range of people and places are able to contribute to, and benefit from, economic prosperity.

Over the last year, on behalf of the Combined Authority and LEP Boards, we've driven forward projects, programmes and services that have had a big impact on the Leeds City Region. But this is just the beginning.

We want to show our partners what we've already achieved but, more importantly, what we plan to deliver in the next 12 months and how this will contribute towards inclusive growth in the City Region.

Our plan is ambitious but, working with our partners, we are confident that we can continue to deliver at pace to make this incredible region an even better place to live, work and do business. We hope you'll join us on this journey."

Ben Still, Managing Director of the West Yorkshire Combined Authority

Combined vision

WE WANT LEEDS CITY REGION TO BE RECOGNISED GLOBALLY AS A STRONG, SUCCESSFUL ECONOMY WHERE EVERYONE CAN BUILD GREAT BUSINESSES, CAREERS AND LIVES.



Leeds City Region is already well known as a great place to live and work. By harnessing the combined efforts of local councils and businesses, we want to make it known globally as a place of **inclusive growth** where everyone has the opportunity to combine economic prosperity with an outstanding quality of life, supported by world-class connectivity.

The Combined Authority, alongside the Leeds City Region Enterprise Partnership (LEP), and supported by our officer organisation, leads this collective vision. The LEP is led by business and local authorities to ensure that our work meets the needs of employers in the region and supports businesses to grow. We also operate the Metro network of bus stations, travel centres and public transport information.

Working with local and national partners we are also responsible for the collective action to achieve our vision, focusing on those issues that it makes most sense to address at the city region level:

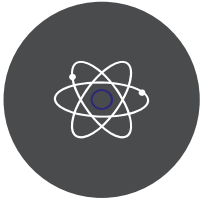
- **Long-term policies and strategies to transform the region**, focusing on the things that will have the biggest impact on prosperity and productivity here
- Giving more people in deprived communities **access to services and opportunities** so growth benefits everyone
- Bringing **new investment and decision-making powers** into the City Region to put our plans into action
- Providing a **strong, collective voice for the City Region nationally and internationally**
- **Delivering transport and other major infrastructure schemes** that create jobs and economic opportunity for all
- Providing transport and economic services that **connect people to jobs and business opportunities and improve quality of life in the City Region**

LEEDS CITY REGION: THE FACTS



NORTHERN CAPITAL

- A £64.6 billion economy and the **biggest economic contributor** to the Northern Powerhouse



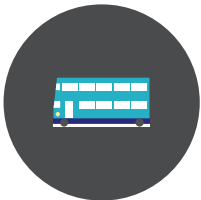
INNOVATION CAPITAL

- **UK's largest regional financial centre** – 6/10 of all foreign exchange transactions worldwide are processed using software developed in Leeds City Region
- **More manufacturing jobs than anywhere in the country** – with particular strengths in textiles and component manufacturing
- Over **102,000 people working in digital roles**, with a growing digital technology sector worth £6.6 billion



HUMAN CAPITAL

- 1.4 million workforce – the **largest and fastest growing in the North**
- **3 million population** – with the most Millennials outside of London



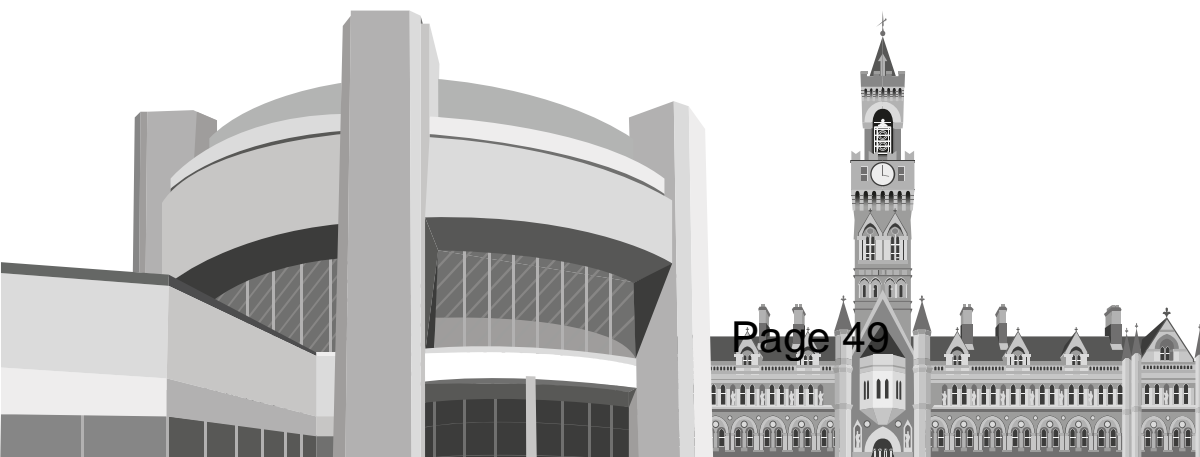
TRANSPORT CAPITAL

- Over **£155 million Combined Authority transport investment** underway or in the pipeline this year
- Around **3.6 million journeys** are made on the West Yorkshire public transport network every week



SOCIAL CAPITAL

- Devolved programmes delivered by our partners have helped significantly **reduce youth unemployment** across the City Region
- One of the happiest regions in the country – surrounded by **three national parks and countryside**
- Leeds was recently ranked the **fifth best place to visit in Europe in 2017** by the Lonely Planet



Building our organisation

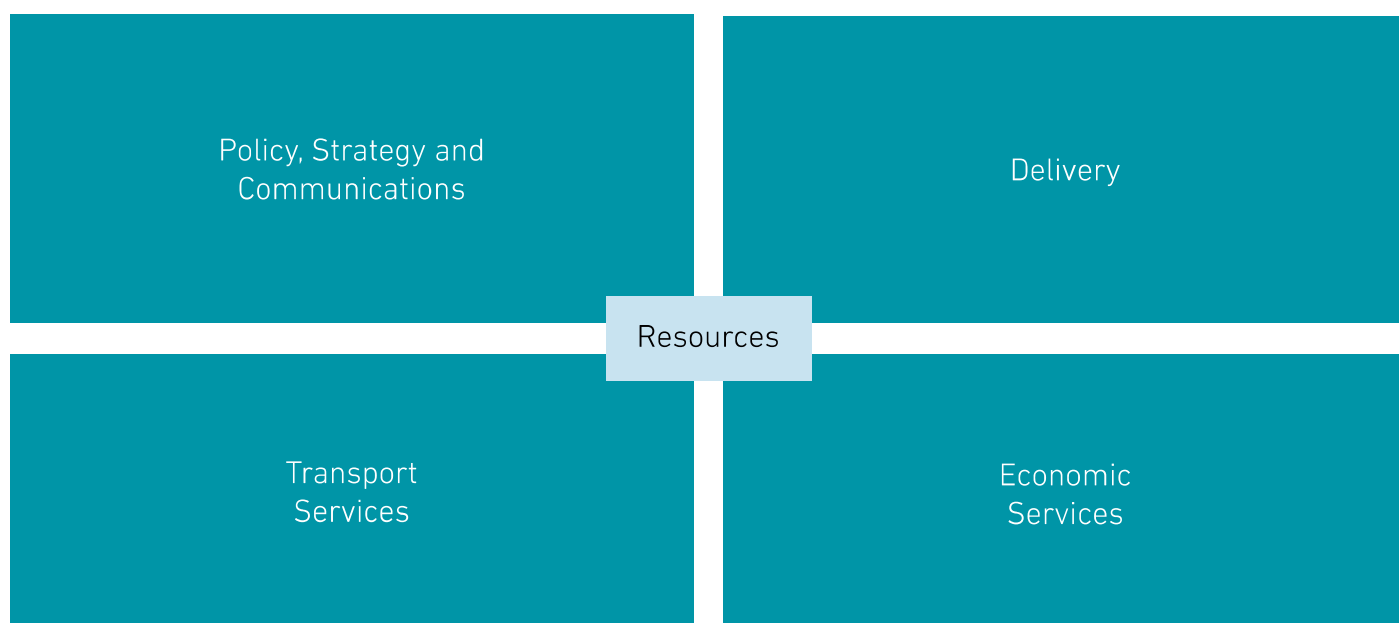
OUR COMBINED AUTHORITY WAS FORMED IN 2014 BUILDING ON 10 YEARS OF PARTNERSHIP WORKING BETWEEN CITY REGION COUNCILS.

Last year we underwent a major transformation programme - our "One Organisation" programme – and begin the 2017-18 financial year with a new organisational structure that will enable us to support the Combined Authority and LEP Boards and deliver our priorities effectively and at pace, while providing value and transparency to taxpayers.

OUR STRUCTURE:

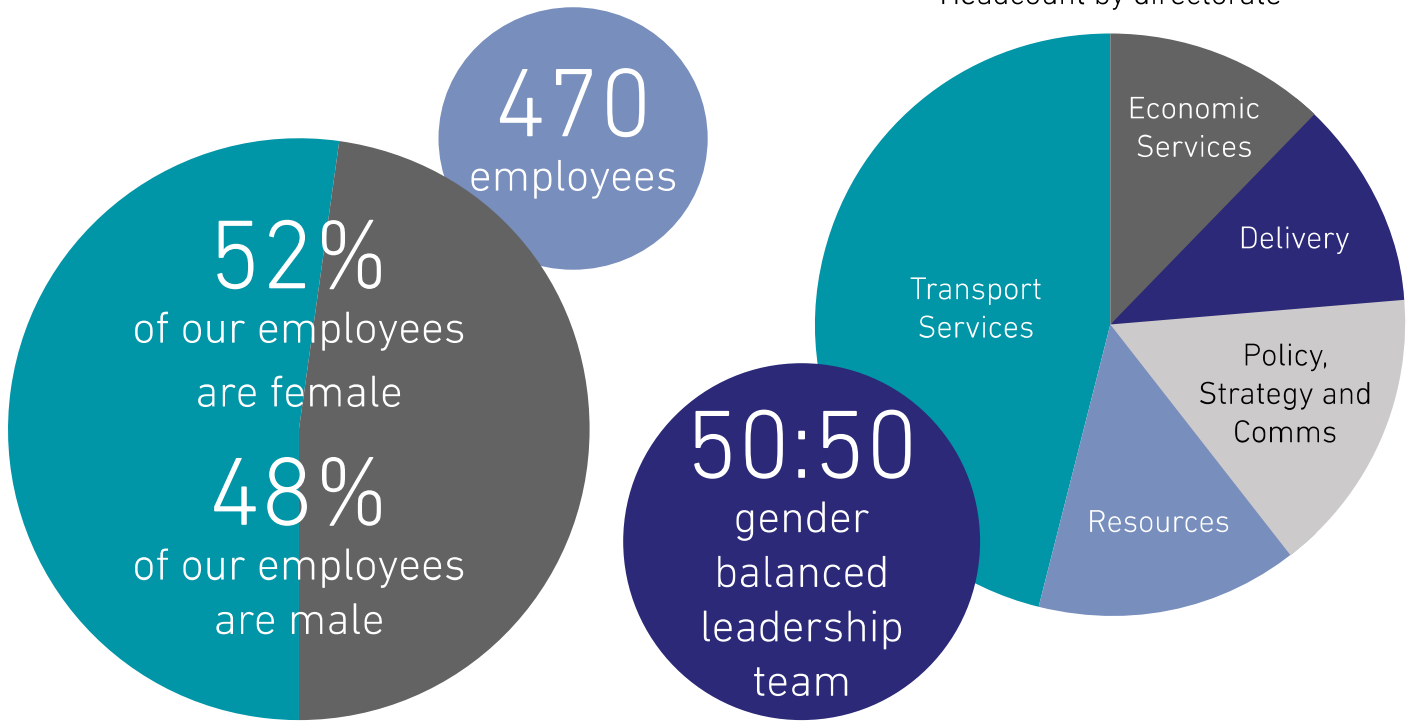
Our organisation is made up of five teams that reflect the way we now operate as an organisation:

- Our **Policy, Strategy and Communications** teams develop the policies and strategies that enable us to determine our priorities for the organisation – and secure the investment to deliver them
- Our **Delivery** teams deliver the projects set out in our strategies in a consistent, robust and transparent way
- Our **Economic Services** and **Transport Services** teams deliver services to enable people to travel across the region and create new economic opportunities
- Our **Resources teams** provide crucial support to all teams, without which the above would not be possible



OUR ORGANISATION IN NUMBERS:

Headcount by directorate



£1bn transport fund

£296m+ annual budget

£1bn growth deal

£36.7m invested in learning facilities to date

14,000 bus stops and shelters

2,000 businesses supported a year

Combined action

LOOKING BACK: WHAT WE ACHIEVED OVER THE PAST 12 MONTHS

Last year our corporate priorities focused on three key themes:

- **Development:** bringing together the right skills and people, creating a single organisational structure to achieve our priorities
- **Delivery:** delivering projects and services that support our priorities at an unprecedented scale and pace through our £1 billion Growth Deal and £1 billion Transport Fund
- **Devolution:** securing the further funding and powers to drive prosperity across the region, ensuring that everything we do contributes towards inclusive growth

INSPIRING FUTURE ENTREPRENEURS

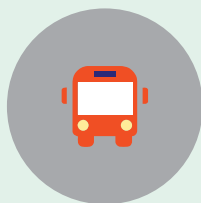
Cheryl Garthwaite of Blacker Hall Farm is one of over 100 Enterprise Advisers we recruited to inspire future entrepreneurial talent across Leeds City Region. Four or more encounters with business make young people five times less likely to become NEET (not in employment, education or training.)



OUR HIGHLIGHTS 2016/17



OPENED TWO NEW TRAIN STATIONS IN THE REGION
– LOW MOOR IN BRADFORD AND KIRKSTALL FORGE
IN LEEDS



INVESTED £19 MILLION IN COMMUNITY BUS
SERVICES



PROVIDED £10 MILLION GRANT INVESTMENT FOR
SMALL AND MEDIUM SIZED BUSINESSES – SET TO
CREATE 1,340 JOBS



RECRUITED OVER 100 LOCAL BUSINESS PEOPLE TO
PROVIDE ADVICE AND INSPIRATION TO 130 SCHOOLS



SECURED AN ADDITIONAL £67.5 MILLION GROWTH
DEAL INVESTMENT

NEW INVESTMENT IN JOBS AND GROWTH

Through the additional £67.5 million Growth Deal investment we secured last year we will put in place flood resilience packages in Bradford, Calderdale, Craven, Kirklees and Leeds that will safeguard over 11,000 jobs and 1,300 businesses.



POLICY, STRATEGY AND COMMUNICATIONS

Our Policy, Strategy and Communications teams produce the evidence-based economic and transport policies that enable us to determine our priorities for the region and secure the government and European investment to deliver them.

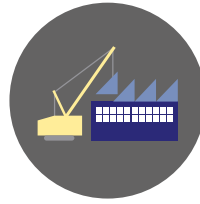
IN 2016/17 WE:

- secured an **additional £67.5 million devolved investment** from the Government's Growth Deal funding programme and submitted a successful bid for **£173.5 million Department for Transport (DfT) funding** to invest in Leeds' bus, rail and road network
- published our **Local Transport Plan**, setting out our vision for a modern, high-class, integrated transport system, and published our first Leeds City Region flood review, setting out 20 measures to **minimise the risk of future flooding** in the region
- **reached an estimated 24.5 million people** in target regional, national and international markets and generated close to £1 million worth of media coverage for the City Region
- developed the **only inclusive growth programme in the country** - creating 10 practical workstreams in partnership with our local authorities, business and the third sector



DELIVERING NEW TRANSPORT INFRASTRUCTURE

Kirkstall Forge rail station opened in June 2016 providing better transport links for this fast-growing housing and employment site. The station beat its annual forecast in its first five months of opening, with over 21,000 passenger journeys made.



DELIVERY

Our Delivery teams ensure that the major projects and schemes we invest in have the biggest possible impact on the City Region economy and represent value for money. Last year, we agreed a new **assurance framework** with government that sets out an improved approach to delivering projects in a robust and transparent way.

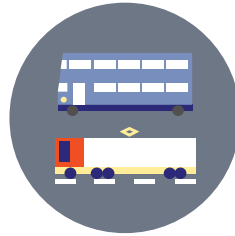
IN 2016/17 WE:

- **opened two new train stations** in the region – Low Moor in Bradford and Kirkstall Forge in Leeds – as well as **23km of new cycle super-highway** between Leeds and Bradford
- helped **732 households in the City Region reduce their heating bills** by installing energy-saving measures and provided a further **10,483 homes with superfast broadband access**
- **invested £8.5 million in new, world-class learning facilities** at FE colleges in Bradford, Kirklees and Calderdale



CONNECTING COMMUNITIES

We've improved the Hebden Bridge and Todmorden local minibus network to better meet the needs of the community. New destinations and environmentally friendly buses have been added to the service increasing passenger numbers by 35%.



TRANSPORT SERVICES

Our Transport Services teams make sure that people can get to work and travel across the region easily and affordably on high quality public transport. They also look after our 12 bus stations in Bradford, Calderdale, Kirklees, Leeds and Wakefield.

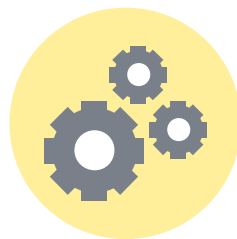
IN 2016/17 WE:

- **served over 1.9 million customers** at our Metro-branded travel centres across West Yorkshire
- supported inclusive growth by **investing £19 million in community bus services**
- **provided essential travel information**, accessed by 2.5 million people every month



THE NORTH'S LEADING INWARD INVESTMENT DESTINATION

Legal & General Capital chose Selby to launch their innovative new housing business, Legal & General Homes. Their modular homes construction factory, the largest in the world, will help to address the UK housing crisis and create over 400 jobs in the area.



ECONOMIC SERVICES

Our Economic Services teams help to create jobs and new economic opportunities in the region by attracting new business investment, supporting local firms to grow and by investing in skills development and apprenticeships.

IN 2016/17 WE:

- **supported over 2,000 small and medium-sized businesses in the region to grow** through the LEP Growth Service, and provided £10 million grant investment that's set to **create 1,340 jobs**
- recruited 109 local business people to act as "Enterprise Advisers", providing **advice and inspiration to 130 schools** resulting in **9,078 employer encounters for young people**
- **brought 21 inward investment projects into the region** – including major investments by Legal & General in Selby, Perform Group in Leeds and Geoban in Bradford – **creating almost 700 jobs**



A PARTNERSHIP ORGANISATION FOR THE FUTURE

We've worked with our Board members, Chief Executives and over 180 members of staff to develop a new set of values and behaviours to ensure our approach is transparent and partner focussed.



RESOURCES

Our Resources teams provide the crucial legal, financial, HR, technology and other corporate support, without which our wider work supporting the Leeds City Region economy would not be possible.

IN 2016/17 WE:

- **oversaw the One Organisation transformation programme** and supported the organisation-wide restructure
- shaped **new values and behaviours** for the organisation that will guide how we work with our customers, our partners and each other from now on



OUR VALUES:



Championing the region



Working intelligently



Positive about change



Easy to do business with



Working together

“Securing the tools to raise our own investment and take decisions locally about how to spend this is the best way to achieve inclusive growth that works for all our residents and communities. This is why ensuring our City Region feels the benefit of full, meaningful devolution remains a top priority for us in the year ahead.”

Cllr Peter Box, Chair of the Combined Authority and Leader of Wakefield Council



Looking ahead

OUR PRIORITIES OVER THE NEXT 12 MONTHS

In 2017/18 we will move further towards making our vision of **inclusive growth a reality**, by ensuring that all of our programmes and services have an emphasis on addressing poverty and deprivation, focusing on people as well as physical infrastructure schemes.

We will be innovative in our approach to transport services, looking beyond existing support for fixed bus and rail services and instead at how we can give people greater choice and flexibility in the way they travel across the region.

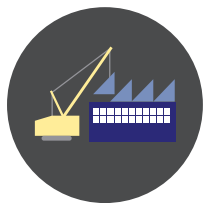
And we will widen our approach to economic productivity, looking at how investment in areas such as culture, tourism and sport benefits our economy.

Underpinning all of this is the continued need for further devolution of government spending and decision-making to our local area – giving us longer-term, flexible funding streams and the ability to direct this towards those areas that will offer the greatest benefits to local people and our economy.

OUR KEY PRIORITIES 2017/18

- Do all that we can to help **secure a devolution deal** encompassing our City Region
- Deliver **inclusive growth in all that we do**; addressing poverty, social exclusion and inequality
- Ensure that all of our projects have **strong governance and clear, deliverable plans**
- **Strengthen our business growth offer** - focusing particularly on innovation, productivity and digital
- Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network
- Develop a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally

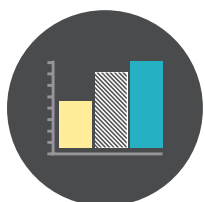
POLICY, STRATEGY AND COMMUNICATIONS



Ensure that **inclusive growth** is embedded in all of our policies and strategies and putting ourselves at the forefront of developing a local response to the Government's **Industrial Strategy** – setting out how Leeds City Region will help drive the UK's prosperity and productivity



Do all that we can to help **secure a devolution deal** encompassing our City Region and provide a strong national and international voice for the region's interests



Use **evidence and data** to shape our work – including a new transport vision for Leeds City Region – and influence the work of other bodies, such as Transport for the North and the Northern Powerhouse

DELIVERY



Ensure that all of our projects have strong governance and clear, deliverable plans – with **five major transport infrastructure projects starting on the ground** in the next 12 months



Put in place resources in our project delivery teams to support our own and our partners' programmes – including sharing resources across our partnership network to **deliver value for money as well as better outcomes**



Deliver the £173.5 million package of **Leeds transport improvements** – with £21 million to be spent in the next 12 months

TRANSPORT SERVICES



Plan the next steps for our Access Bus and education services into a fuller **“mobility as a service” package**, giving people greater choice and flexibility in how they travel within the region



Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network



Make our back-office and call centre services more efficient to **reduce costs and deliver better economic, social and connectivity outcomes**

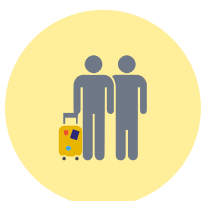
ECONOMIC SERVICES



Focus our skills and education services towards inclusive growth, **giving more people skills for jobs growth** in digital, engineering, health and infrastructure, especially targeting those at greatest disadvantage



Strengthen our business growth offer - focusing particularly on innovation, productivity and digital - and invest more of our capital grant programme in growing businesses that also contribute to social value by giving back opportunities to local communities



Attract more inward investment to the region and enable firms to take greater advantage of overseas trade opportunities beyond the EU, working closely with the Department for International Trade, Chambers of Commerce and other partners

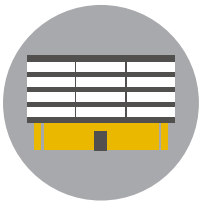
CORPORATE PRIORITIES



Complete the restructuring of our organisation, moving to **leaner, more flexible structures** that will help us deliver our priorities while also representing value for money to taxpayers



Developing a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally to attract investment and jobs



Putting in place an office accommodation strategy that will enable us to provide a **good quality, customer-friendly and resource-efficient office HQ**



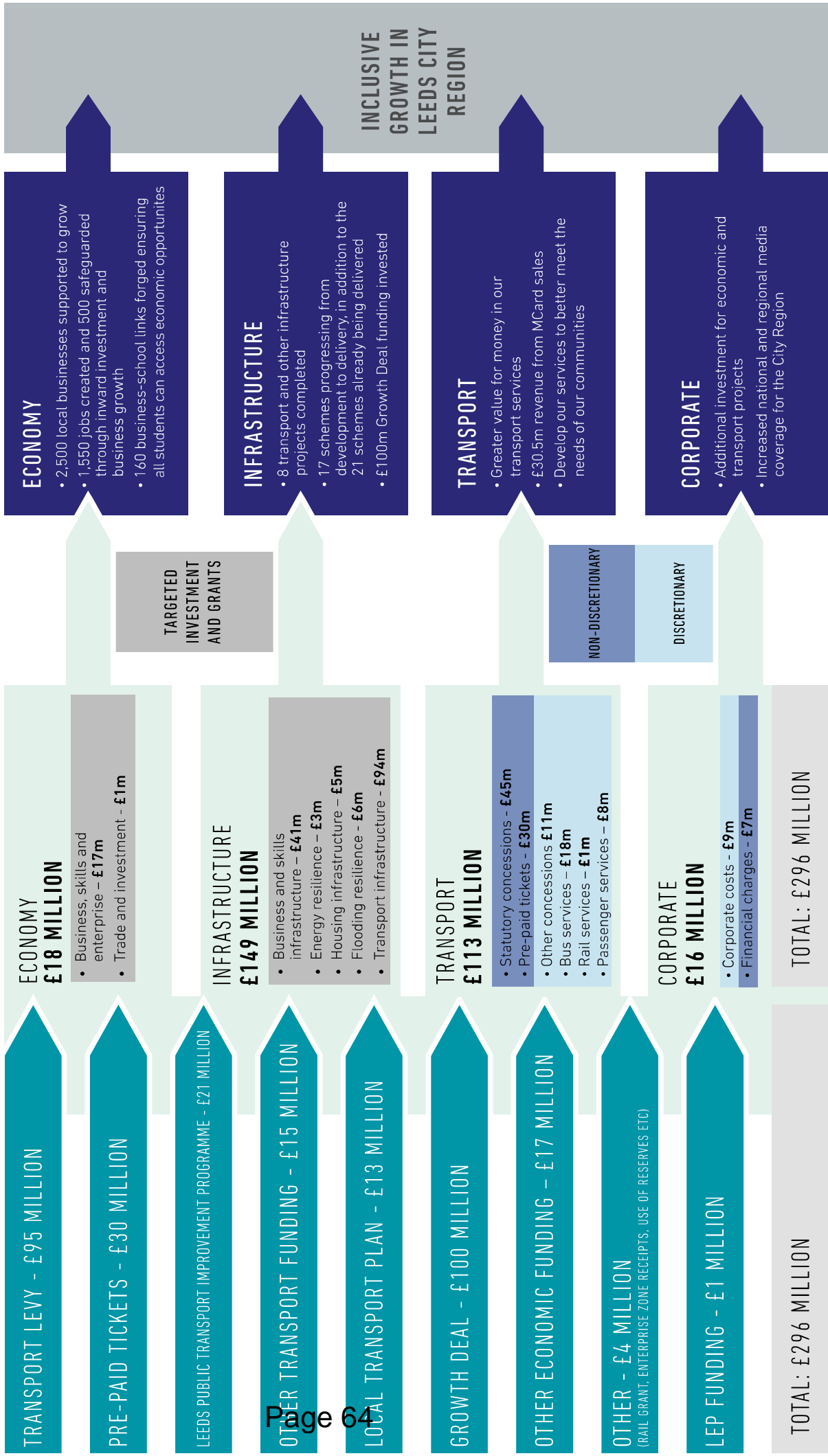
Combined prosperity

WHERE OUR FUNDING COMES FROM

HOW WE ARE SPENDING IT IN 2017/18

WHAT WE'LL DELIVER IN 2017/18

WHAT THIS MEANS



Our key performance indicators (KPIs)

POLICY, STRATEGY AND COMMS	TARGET
Percentage increase in digital presence and reach across our channels	500%
Estimated advertising value equivalent (AVE) of media coverage	£2 million

DELIVERY	TARGET
Actual spend vs planned spend (Growth Deal)	Within 10%
Percentage of schemes with identified programme funding progressing from Expression of Interest to (activity one) Combined Authority decision point two within three months	90%
Number of 'live' projects in the Assurance Process	Monitor only

TRANSPORT SERVICES	TARGET
Average cost per mile of tendered bus services	£1.74
Percentage of concessionary passes ordered online	65%
Percentage of MCard ticket sales via travel centre alternatives	70%
Online interactions/enquiries as a proportion of total	97%
Value of MCard sales	£30.5 million
Satisfaction with passenger information (Annual Tracker Survey)	8.2

ECONOMIC SERVICES	TARGET
Number of businesses that want to grow receiving support	2,500
Average cost per job created in businesses receiving capital investment	£12,500
Proportion of businesses supported by the Growth Service likely or very likely to recommend it	80%
Number of pupils from most deprived wards engaged through delivery of enhanced enterprise, employability and careers activity	6,000
Number of businesses supported to offer apprenticeships	1,000
Number of strategic links made between businesses and schools	160
Jobs created or safeguarded as a result of inward investment successes	1,000
Number of additional active exporters	100

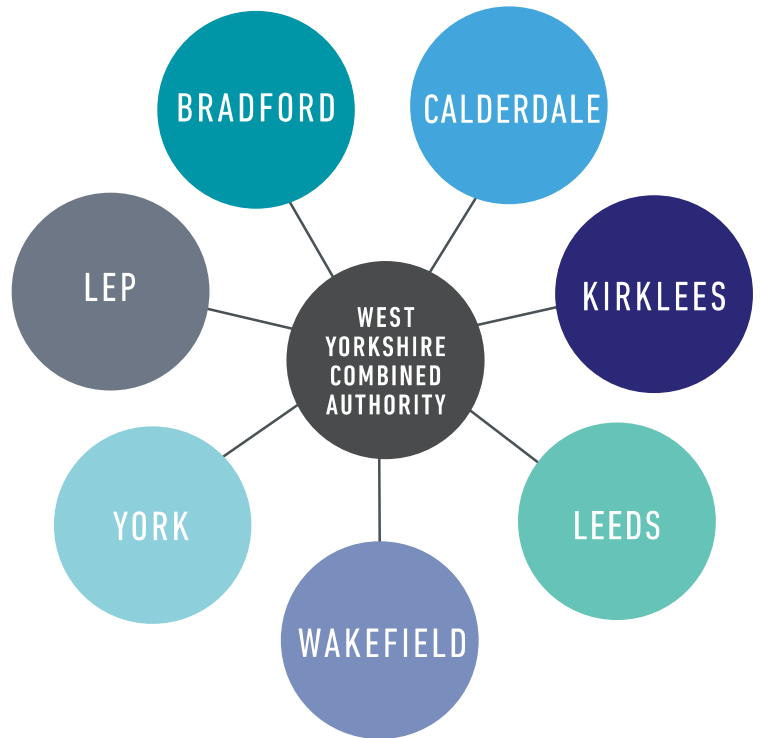
RESOURCES	TARGET
Average time per transaction (requisitions/invoices /purchase invoice paid)	3 days/ 100%
Number of apprentices working for the Combined Authority	11
Development review completion rate	100%
Website availability	98%

Our governance

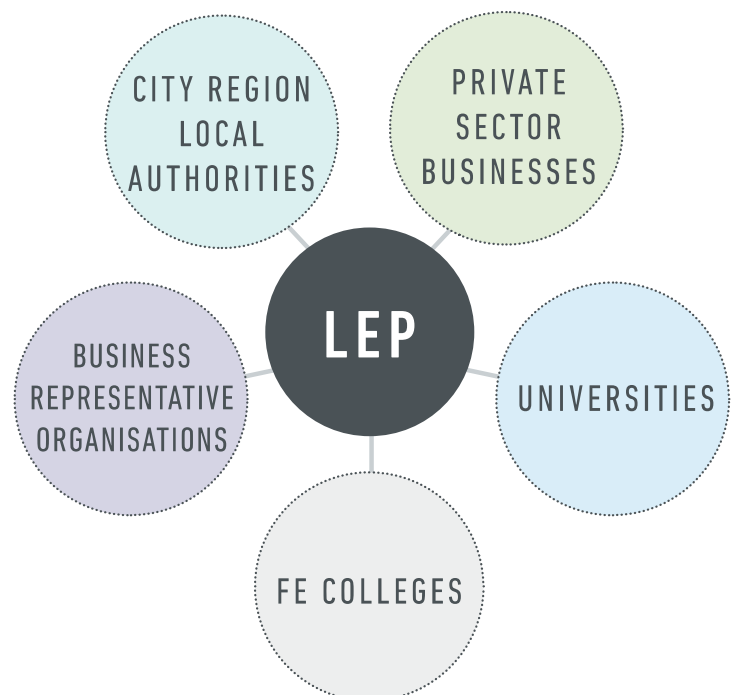
Our work is led by two Boards; the Combined Authority and LEP Board. The Combined Authority make the decisions and inform the policies that drive our Strategic Economic Plan. The LEP Board brings together business and council leaders to ensure that our work meets the needs of employers in the region.

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

The Combined Authority's membership is made up of councillors from our West Yorkshire partner councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus York and the Chair of the LEP Board.



Through the LEP Board, we deliver services and investment across the full City Region. To ensure transparency, all our decisions are approved at public meetings of the Combined Authority which take place six times a year.



“Over the past year, we have begun to deliver at a scale and pace unprecedented in over 12 years of partnership working between City Region councils and businesses. We’ve built new rail stations and highways, provided young people with world-class college infrastructure and supported small businesses to grow and create jobs with much more to come in the year ahead.”

Roger Marsh OBE, Chair of the Leeds City Region Enterprise Partnership (LEP) and Combined Authority Board Member



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LEEDS CITY REGION: THE POWER BEHIND THE POWERHOUSE



Our partners

Partnership working is fundamental to everything we do. By working together as local councils and businesses we can achieve our vision of making the Leeds City Region known globally as a place where everyone can build great careers, businesses and lives.

Combined Authority members:



Working with:



Find out more

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aResources

WEST YORKSHIRE COMBINED AUTHORITY



LEEDS CITY REGION
ENTERPRISE
PARTNERSHIP



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