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# Agenda for a meeting of the Regeneration and Environment Overview and Scrutiny Committee to be held on Tuesday, 20 November 2018 at 5.30 pm in Committee Room 1 - City Hall, Bradford

**Members of the Committee – Councillors**

| CONSERVATIVE | LABOUR | LIBERAL DEMOCRAT | GREEN |
|---|---|---|---|
| Heseltine<br>Whitaker | Jamil<br>Dodds<br>Berry<br>Mohammed<br>Nazir | Stubbs | Love |

**Alternates:**

| CONSERVATIVE | LABOUR | LIBERAL DEMOCRAT | GREEN |
|---|---|---|---|
| Riaz<br>Whiteley | Amran<br>Iqbal<br>Johnson<br>H Khan<br>Salam | R Ahmed | Warnes |

NON VOTING CO-OPTED MEMBERS

| | |
|---|---|
| Nicola Hoggart | Environment Agency |
| Julia Pearson | Bradford Environmental Forum |

**Notes:**

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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**: **To:**

Parveen Akhtar
City Solicitor
Agenda Contact: Asad Shah - 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. 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.*

### 3. MINUTES

**Recommended –**

**That the minutes of the meetings held on 20 February and 13 March 2018 be signed as correct records (previously circulated).**

(Asad Shah – 01274 432280)

## 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 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.

## B. OVERVIEW AND SCRUTINY ACTIVITIES:

## 6. WEST YORKSHIRE COMBINED AUTHORITY AND LEEDS CITY REGION ENTERPRISE PARTNERSHIP (LEP) UPDATE 2018 — 1 - 92

The report of the Strategic Director, Place (Document "W") provides a general update on the Combined Authority and Leeds City Region LEP as a background for Committee discussion and question and answer session with Senior Councillors and Officers. The report includes details on shared ambitions, regeneration, transport, housing and partnership working.

**Recommended –**

**(1) That the involvement and partnership between Bradford Council and the West Yorkshire Combined Authority / Leeds City Region Enterprise Partnership (LEP) is welcomed.**

**(2) That the progress on investment and delivery is noted and progress on key schemes to be brought to the attention of the Committee as part of effective local scrutiny.**

**(3) That the on-going Strategic Economic Plan delivery and the development of the Local Inclusive Industrial Strategy and wider Policy Framework is recognised.**

**(4) That the scrutiny work of the Combined Authority O&S, especially on CA performance, the LEP Review and Transport, and Bradford Councillors involvement in this is noted.**

(Philip Witcherley – 01274 431241)

## 7. THE MANAGEMENT OF WASTE AND RECYCLING ACTIVITIES WITHIN THE DISTRICT — 93 - 110

The report of the Strategic Director, Place **(Document "X")** provides a description of the current management of waste, and gives an update on the work programmes undertaken in 2018, and those planned for 2019, to improve the management of waste to more sustainable levels in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015).

**Recommended –**

**That Regeneration and Environment Overview & Scrutiny Committee consider the information presented in Document "X" and request a further progress report in twelve months' time.**

(Susan Spink – 01274 434779)

## 8. REGENERATION AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2018-19 — 111 - 126

The report of the Chair of the Regeneration and Environment Overview & Scrutiny Committee **(Document "Y")** includes the Regeneration and Environment Overview and Scrutiny Committee work programme for 2018/19.

**Recommended –**

**(1) That members consider and comment on the areas of work included in the work programme.**

**(2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)

# Report of the Strategic Director – Place to the meeting of Regeneration and Environment Overview and Scrutiny Committee to be held on 20th November 2018.

## Subject: West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership (LEP) Update 2018

## Summary statement:

This report provides a general update on the Combined Authority and Leeds City Region LEP as a background for Committee discussion and question and answer session with Senior Councillors and Officers. The report includes details on shared ambitions, regeneration, transport, housing and partnership working.

Steve Hartley
Strategic Director - Place

Report Contact: Philip Witcherley
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E-mail: Philip.witcherley@bradford.gov.uk

**Portfolio:**
**Leader / Regeneration**

**Overview & Scrutiny Area: Regeneration and Environment / Corporate**

## 1. SUMMARY

- This report provides an update on West Yorkshire Combined Authority and Leeds City Region Local Enterprise Partnership (LEP). The Regeneration and Environment O&S Committee will be joined by the Chair and Deputy Chair of Corporate O&S and Bradford Councillors who attend the Combined Authority O&S Committee. Senior Members and Officers will be present to discuss Bradford's current involvement, influence, investment and impact through the partnership with the Combined Authority and the LEP. The partnership and joint working exists to support prosperity, economic regeneration and inclusive growth across the City Region.
- This report provides a broad overview and highlights of partnership working with and investment through the Combined Authority and the LEP. This report aims to provide an overview of the Combined Authority/LEP and key issues for member consideration. It does not set out to be a fully comprehensive review.
- Appendix 1 provides a glossary of key terms and acronyms used in the report. Appendix 5a provides an initial District headlines summary for new members of the Committee.

## 2. BACKGROUND

2.1 Bradford Council is a funding and founding constituent council of the Combined Authority. Senior Councillors are directly involved in its governance, leadership and steering its operations. Cllr Susan Hinchcliffe, Leader – Bradford Council remains the Chair of the Combined Authority for 2018-19.

2.2 Appendix 2 sets out a brief overview of the Combined Authority/LEP (Appendix 2a), the current Governance Structure (Appendix 2b) and the direct involvement of Bradford Council Elected Members in the key boards and panels (Appendix 2c). In addition, the Chief Executive and Strategic Director – Place are directly involved in senior officer meetings and collaboration with the Combined Authority Senior Management. Lead officers are connected to operational, strategy, delivery and communications work. The Chief Executive is also the lead CX for the city region for Digital matters and framework, Trade and Investment and Business Innovation and Inclusive Growth.

2.3 The last update report taken in 2017-18 (10th October 2017) had the following recommendations – with a brief update for members included below

| | |
|---|---|
| That a progress report be presented to a further joint meeting in 12 months time which also focuses on **funded projects in the Bradford district**. | Added to the O&S Work Programme for Oct 2018<br>Details on funded projects – with a focus on Growth Deal included in this report. |
| That elected members from Bradford who sit on the the Combined Authority Overview and Scrutiny Committee and the Combined Authority Transport Committee be requested to attend the relevant Bradford Council Overview and Scrutiny. Committees to provide feedback on their work. | Added to the Bradford O&S Work Programme for 2018-19. Addressed through Scrutiny team. |

| | |
|---|---|
| That the fact that "officers are working to develop a long term strategy for the district" in relation to greenhouse gas emissions be welcomed. | No further action required by the O&S Committee.<br>LCR Energy Strategy and Clean Growth investment part of work programme of the Combined Authority/LEP. Linked to District climate change response. |
| That the Combined Authority be requested to develop a process to involve Bradford Ward Members in the specification and delivery of projects. | The Combined Authority in dialogue with CBMDC Lead Officers about member involvement and information provision.<br>Bradford District ward & area information – through elected members – and wider policy direction taken into account in schemes, bids, delivery, monitoring and evaluation.<br>Ward and O&S members have been involved in specific projects including Harrogate Road/New Line, Hard Ings, Keighley and Canal Road. New Bolton Woods housing has also seen direct involvement with WYCA support. |
| That the Combined Authority be requested to include a description of the community benefit, where possible, on the Growth Deal Dashboard | Outcomes/benefits included in key record keeping and reporting - to be sourced from new the Combined Authority/LA Portfolio Information Management System PIMS.<br>Reports including Outputs and Benefits will be available for Q3 2018-19 onwards as the PIMS system is finalised.<br>Business cases now use Five cases model to include the management, financial, commercial, economic and strategic cases – building in community benefit alongside operational and technical matters. |
| That the Combined Authority schemes and objectives are, where possible, aligned with the priorities of Bradford Council to achieve the best outcome for raising skills and delivering integrated transport schemes. | On-going partnership working maintains attention on District priorities and ambitions. Northern Powerhouse Rail and transformational connectivity is a significant example of joint prioritisation, lobbying and investment planning. |

2.4 The Combined Authority Business Plan 2018-19 was adopted at this year's Annual Meeting. It sets out the long-term priorities to address three key challenges by:

- developing a productive economy that recaptures the spirit of enterprise and innovation that first shaped our region
- building a modern, accessible transport network that supports prosperity, job creation and quality of life
- critically, enabling inclusive growth that works for everyone

2.5 Over the past 18 months the Combined Authority have restructured the organisation, placing a firm emphasis on transparency, accountability and delivery focused on results and value for money. There are further improvements underway this year to ensure the organisation is fully “mayor ready” when the time comes. the Combined Authority are also saving money by transforming our shared approach to public transport services, and developing policy across partnership of councils that promotes economic success focused on enabling the widest range of people and places to benefit from this prosperity. The Leeds City Region spans 10 local authority areas: Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York. Leeds City Region local authorities- the above 10 areas plus North Yorkshire County Council- have been at the forefront of partnership working since 2004, building robust, transparent and accountable governance for over a decade. The LEP was established in 2011 and the Combined Authority in 2014.

2.6 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.

2.7 See also Section 4. Financial and Resource appraisal. The Combined Authority as the formal collaborative organisation was mandated by Government for Growth Deal funding release and as 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. Scheme approvals and progress is set out in Appendix 5.

2.8 The collaboration with the Combined Authority helps progress critical projects that underpin the District Plan and priority outcomes. 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
- The Transforming Cities Fund Bid prioritises the corridors for Leeds to Bradford, Halifax and the Calder Valley and Bradford to South Bradford & North Kirklees as

well as Bradford priority gateways (Interchange and Forster Square)

2.8 Appendix 4a also includes an overview of the main Combined Authority/LEP meetings since the last Joint O&S report in 2017.

2.9 Appendix 4b provides an overview of the Combined Authority O&S meetings and work programme since over the last year. The most recent meeting took place on the 16th November and covered the minutes of 14 September 2018 meeting; O&S Governance arrangements; Chair's Update; Combined Authority Scrutiny Work Programme; Flood Review ; The Combined Authority's Engagement with the Public and latest position on Devolution.

2.10 Appendix 5 provides an overview of Investment & Schemes - Delivery, performance and Outputs/Benefits with more detail on significant Bradford schemes – as requested at last year's Joint O&S and on other funds helping to deliver the District and Council Priority Outcomes.

2.11 There are a number of other strands of work being progress through the city region including:

- Local Inclusive Industrial Strategy (LIIS) – given the Government's progress and investment plans for the National Industrial strategy and it's expectation that 'local industrial strategies' will be in place by April 2020, the Combined Authority and the LEP are working on plans for a Leeds City Region LIIS . A comprehensive background document is now available for consideration and comment - Appendix 6. This covers a wide range of issues and may require more detailed attention by the Committee. This reinforces and supports the District Economic Growth Strategy and delivery planning.

- Inclusive Growth –Measures to ensure the mainstreaming of inclusive growth have been embedded in the planning and design of the LIIS. This will also see shift towards greater expectations on business and social enterprises for addressing in-work poverty, routes to employment and other social and environmental responsibilities.

- Employment and Skills – the Leeds City Region employment and skills plan is being progressed alongside a review of the skills system. Recognising that the Leeds City Region faces a skills deficit and in order to respond to the challenge LEP is to undertake a review of the education and skills system. The primary focus of the review will be on the vocational and education and skills system but also considering the way the system interacts with other key policy areas. LEP discussed the brief for the review in September 2018 and outlined the roles of the Combined Authority, LEP Board and the Employment and Skills Panel in respect of input, challenge and sign-off of review outputs. This supports and reinforces current activity on the District Skills Plan and improvement. A career campaign aimed at young people has launched a new website. www.futuregoals.co.uk , launched by LEP will give guidance about future employment or training. Two ESIF bids have been successful and under contract the total value will be about £2.9million (50% ESIF, 50% match) for Bradford over three years with delivery starting from January 2019:
    - A 16-18 NEET contract that is across Bradford, Kirklees and Leeds. All 3 Local Authorities are partners in the bid but Bradford is the Lead.

- Routeways – which targets 19-24 year olds and progression into employment and is across the West Yorkshire and York area. The Combined Authority will be the contracting body, but the model is that each Council is responsible for delivery in their own area.

❖ LCR Digital Framework and infrastructure – The Digital Framework consultation has now closed. It is expected that the principles and approach to accelerating the city region's digital agenda will move forward for approval in Winter 2018. An action plan is being created and this complements existing investment on digital skills, digital infrastructure, super fast broadband and more.

❖ Energy Strategy and Delivery Plan – The Energy Strategy and Delivery Plan aims to help the City Region meet its long term ambition to become a zero carbon economy by 2036. It also aims to maximise the economic opportunities clean growth can provide. A regional carbon reduction target is also being explored. Further stakeholder engagement on this will follow shortly. The Green Economy Panel recently endorsed the Strategy, Delivery Plan and exploring a city region carbon reduction target. It is expected that these will now move forward for approval in Winter 2018.

❖ Green and Blue Infrastructure Strategy and Delivery Plan - This provides a clear vision, aims, priorities and a delivery plan to ensure everyone in the City Region is within easy reach of an outstanding network of green infrastructure that reduces flood risks and supports health, the economy and a superb quality of life. The Green Economy Panel recently endorsed the Strategy and Delivery Plan. It is expected that they will move forward for approval in Winter 2018.

❖ Transport Strategy and Services
  - Transport Strategy and Bus Strategy – progressing to support the Strategic Economic Plan and inclusive economic growth with development work over the next 2-3 years to:
    - Transform the public transport offer in some of the most deprived communities in the LCR, befitting a growing young population
    - Support the delivery of inclusive growth ambitions, to rebalance the economy and address the key transport facing our region
    - Create 'healthy streets', which put people and their health at the heart of improving transport and encourage physical activity by enabling more and safer walking & cycling
    - Reduce harmful emissions – air quality, carbon, noise
  - Emerging concepts include
    - Dynamic Transport: A 'passenger service innovation fund' for West Yorkshire to implement demand responsive transport solutions by 2022 - this is supported by keybus operators.
    - Mobility As A Service: A single 'all mode' ticketing and information app for the region. For bus, rail cycling and car clubs, this would integrate all transport ticketing, journey planning and payment options for the region.
    - Total Transport: A 'Door to Door digital transport hub', operating across the region to help ensure that existing spare capacity in public transport services is best matched to currently unmet trip requests.
    - Research and Development: Work with leading research institutions, such as the University of Leeds Virtuocity programme, to look at the impact of autonomous vehicles on our city centres.

   - E-Bike Transformation at our Gateways: Delivery of a programme of urban realm infrastructure improvements, including docking stations for a first phase of E-bikes initially focused at each gateway
- the most recent report from the Combined Authority was presented to the 29th October Bradford Consultation Sub Committee this covered
   - Transforming Cities Fund; Performance of Northern / TransPennine Express rail services; Open Data; Clean Bus Technology Fund; Department for Transport Inclusive Transport Strategy; Changes to Blue Badge Eligibility; Audio Visual Information; Compensation for Rail Passengers; Rail Industry Reviews Following the Timetable Crisis; Calder Valley Line Upgrade; Platform Extensions Programme; Shipley By-pass feasibility study; Bus Service Policy - Guidelines on the Provision of Local Bus Services; Future of Bus 18; Real Time Displays; Pickup and drop off – Bradford Interchange; Bus station toilet refurbishment – Bradford Interchange; Bus Service Changes; Christmas Bus and Rail Services; City Connect
   - Engagement & Yourvoice: Digital Engagement Hub Bradford – Shipley Corridor - late 2018 / early 2019 engagement planned
   - Bradford Corridor Improvement Programmes - January 2019 engagement planned

## 3. OTHER CONSIDERATIONS

3.1 The Urban Transport Group network brings together Greater Manchester, Liverpool City Region, London, Tyne and Wear, Sheffield City Region, West Midlands and West Yorkshire. Nottingham City Council, Strathclyde Partnership for Transport, Tees Valley and West of England Combined Authorities are associate members.

3.2 HM Government Rail Review – Ben Still (Managing Director of West Yorkshire Combined Authority), who leads on rail for the Urban Transport Group, states that there a strong case that for better urban and regional rail services then more responsibilities for more rail services need to be transferred to devolved authorities. As has been seen in Merseyside, Scotland and on London Overground full devolution works because it brings control over rail services closer to the passengers and places that rely on those services. As a result there has been more investment, higher passenger satisfaction and better performance. Similar arguments are being progressed for bus services.

3.3 The Combined Authority submitted evidence to the Autumn Budget 2018 and is gearing up to influence and lobby ahead of the Spending Review 2019.

3.4 Councils and the Combined Authority remain in active negotiations with Government over Devolution and the most recent material for the One Yorkshire proposal was sent to the Secretary of State on 12th October 2018.

3.5 LGA has opened membership to Combined Authority areas and Mayoral Combined Authorities and there is a LGA Combined Authorities Chief Executives network. City & City Region Mayors met with Core City Leaders for the first time in October 2018.

3.6 The LEP Network UK consists of the current 38 LEPS and supports policy development and mutual support across the LEPs and their relationship with Government.

3.5

3.6 The National Infrastructure Commission NIC (NIC) and its chair Sir John Armitt have produced the National Infrastructure Assessment and are now seeking to work with cities to progress investment and infrastructure planning at pace and scale. Developing the relationship with the NIC is crucial for supporting the calls, evidence base and activities for the best type, quality and resources for investment fit for the 21st century, including NPR. The Commission visited Bradford on the 8th November.

## 4. FINANCIAL & RESOURCE APPRAISAL

4.1 For the Financial Year 2018-19 Bradford will contribute an £23.50m to the Combined Authority 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 the Combined Authority's activities in the Region. Services the Combined Authority 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 2018, the Combined Authority resolved to reduce the levy by £1m in 2018/19 with further reductions in future years.

4.3 Reduced revenue funding has meant that the Combined Authority is responding through a detailed review of key expenditure lines within its revenue budget with a Member-led Budget working group overseeing the process. A budget and business planning timetable is in place to keep 2018-19 costs under control and prepare for the 2019-20 Combined Authority budget and business plan. This is part of an ongoing dialogue to ensure alignment not just with the Council's budget planning but also that of the other WY Local Authorities..

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

Sept **2018** Update

| Regional Investment into Bradford (LEP & Partners) | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Growing Business** | 0.10 | 0.00 | 0.00 | 0.00 |
| **WYTF** | 2.46 | 5.80 | 20.25 | 27.02 |
| **Housing & Regeneration** | 0.20 | 0.30 | 0.50 | 4.30 |
| **Skilled and Flexible workforce** | 0.08 | 0.0 | 0.0 | 0.0 |
| TOTAL BRADFORD DISTRICT | 2.84 | 6.10 | 20.75 | 31.32 |

| | | | | |
|---|---|---|---|---|
| REGIONAL INVESTMENT<br><br>Bradford benefits from Levy through bus subsidies (on routes, to individuals) and infrastructure maintenance (stations, bus stops etc) and also SME grants, European funding, Business Rates Pool which all come via LEP/WYCA. | | | | |
| BRADFORD CONTRIBUTIONS to the Combined Authority for regional activity - projection | -23.84 | -23.50 | -23.00 | -22.50 |

4.4 The multi-year profile illustrates the significant investment in infrastructure and schemes that is being driven through Bradford share of Growth Deal funding. This is subject to agreement and regular monitoring with Central Government. There is also a full five year Gateway Review to assess the total impact of these funds across the City Region.

4.5 There are other funds like the Growing Places Fund and Revolving Investment Fund that offer market returnable loans. These are primarily used to unlock commercial developments and more details have been provided to the Combined Authority O&S.

4.6 Business Rate Pool projects are outlined Appendix 5 and are supported by the Combined Authority with the arrangements being a Local Authority city-region agreement to share and maximise the impact from pooled funding.

4.6 The West Yorkshire Combined Authority has called for greater local control over funding to rebalance the economy after the UK leaves the European Union next year. The Combined Authority has agreed a series of principles that the new UK Shared Prosperity Fund, which the Government has committed to creating with money repatriated from the EU, should follow if major northern regions like Leeds City Region are to play their full part in driving UK prosperity after Brexit. This includes ensuring that the value of UK Shared Prosperity Funding available to local areas at least matches existing EU and domestic funding levels. In Leeds City Region this would equate to a Shared Prosperity Fund allocation of at least £200million a year to sustain current levels of investment and support the region's growth ambitions. The Combined Authority also called on Government to seize the opportunity of putting in place a radical new approach to how local growth funding is allocated – placing control of funding decisions in local hands and creating a single funding pot to ensure that investment is properly targeted to local needs. UK Shared Prosperity Fund is seen to need to take long-term approach, operating over a 7-10 year period as a minimum to ensure that funding is sustainable and focuses on ingrained barriers to productivity and better living standards.

4.7 Further negotiations continue with central government about devolution, powers and resources and the One Yorkshire submission was recently submitted to the Minster and is awaiting a response. The most recent update on devolution was presented to CA O&S on the 16th November 2018.

## 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 Effective working with and through the Combined Authority/LEP is essential for cross-boundary, sub-regional and sub-national powers, resources and delivery in support of the District's priority outcomes and longer term ambitions. Within the Combined Authority & LEP there is an agreed Assurance Framework, developed to Central Government rules and guidance and this alongside established programme and financial management provides confidence in the risk management of the major funding streams. As schemes have progressed from initial proposal through to fully costed business cases on-going refinement and change controls are in place. This then means that the overall programming, reporting and accounting needs to be continually reviewed and improved for this multi-million pound and complex portfolio of investment across the city-region. Given the nature of this public finance this report is based on existing scheme details and the indicative allocations for spend and delivery.

5.2 A number of governance changes to the Combined Authority & LEP Governance were confirmed at the Annual Meeting in Summer 2018.The Combined Authority at its annual meeting appointed the following advisory committees of the Combined Authority for the municipal year 2018-19, which also report to the LEP:

- Business Innovation and Growth Panel
- Employment and Skills Panel
- Green Economy Panel
- Inclusive Growth and Public Policy Panel
- Place Panel.

The Business Investment Panel is an advisory sub-committee appointed by the West Yorkshire and York Investment Committee, to advise the committee and the LEP.

5.3 The Leader, Portfolio Holder (Regeneration, Planning and Transport) and Portfolio Holder (Healthy People and Places) are directly involved in key arenas of the Combined Authority/LEP and there are other key appointments and nominations from CBMDC elected members.

5.4 Government issued a call for LEP to respond to follow-up on a national LEP Review. A review of LEPs was announced in the Industrial Strategy White Paper in November 2017 and its findings published in July 2018. The LEP Board considered this at its 20th September meeting, after debate the Board supported the recommendations and agreed that to retain the status quo was not an option at the present time. It was considered important to put forward a strong proposal that complies with the Government's requirements as a preferred option and to continue discussions with North Yorkshire regarding their concerns for the wider geography. It was however recognised that the Leeds City Region LEP did work well within its current geography and it was suggested that a caveat be included in the response to Government indicating a willingness to reconsider the geographical footprint if retaining the status quo become an option in the future. A CA O&S Working group has been established for the LEP Review and Cllr Pollard (C) and Cllr R Watson (L) from Bradford are involved.

5.5 The following recommendations were agreed unanimously, although North Yorkshire wished to note their preference towards a status quo option:

(i) That the 'Strengthened Local Enterprise Partnerships', the culmination of Government's LEP Review and its links with activity on local industrial strategies and the emerging UK Shared Prosperity Fund be noted.

(ii) That the City Region's position on matters of leadership, capacity, accountability and performance (as set out in Appendix 2 of the Strengthened Local Enterprise Partnerships report) be endorsed.

(iii) That the LEP Board agrees its preferred option on geography, as set out in paragraph 2.10 [*] of the LEP Board report, but with a caveat that the Leeds City Region LEP would wish to review the position if the rules in respect of overlapping geography change and delegates authority to the LEP Chair to respond to the Government by 28 September 2018.

[*] Discussions with partners point towards a preference for a merger to cover the West Yorkshire, North Yorkshire and York footprint, albeit with some points of culture and working practice to address together. This area of 3,992 sq miles covers a population of 3.1 million, where 93.8% of people who live in the area also work in the area, and the economy is worth £70.3 billion with a broad base of sector specialisms providing resilience. The rich diversity of places means that coastal, rural and urban areas can combine to be stronger together, more effectively deliver inclusive growth and be more influential with national and international partners.

(iv) That the LEP Board delegates authority to the LEP Chair to respond to Government, including on the full implementation plan for a new LEP by 31 October 2018.

5.6 Further developments on LEP geography, development and operations will be circulated to the Committee as soon as they become available.

5.7 As part of Northern Powerhouse developments, the northern LEPs have been brought together as the Northern Powerhouse (NP) 11, providing 'one voice' with Roger Marsh appointed as the Chair. NP11 will focus on a small number of areas where joint activity across the North can improve economic performance, working with and advising the Government on issues such as how to increase productivity and overcome regional disparities. The Group will meet monthly and the three main priority areas for activity would be supply chains (led by Leeds City Region), energy and growth hubs.

5.8 The Annual Conversation between the LEP and Central Government will take place in December 2018.

5.9 The Combined Authority/LEP brings wider contact and involvement in a number of external regional and national bodies including Transport for the North – these are noted in Appendix 1

5.10 The Combined Authority has refreshed its corporate risk management framework and this is addressed through its Senior Management and Senior Leadership Teams, through its O&S and Governance and Audit Committees as well as through the Combined Authority itself.

5.11 The Combined Authority/LEP governance and related risks is tracked and reported through CBMDC Annual Governance Statement and the corporate risk register as well as managed on a day-to-day basis through the Chief Executive and Strategic Director – Place.

5.12 The Combined Authority/LEP have undertaken and presented a Brexit Resilience and Opportunities Assessment. This seeks to manage some of the critical uncertainties and risks facing the economy and businesses across the City-region.

## 6. LEGAL APPRAISAL

None directly arising from this report.

## 7. OTHER IMPLICATIONS

### 7.1 EQUALITY & DIVERSITY

the Combined Authority 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. the Combined Authority 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 Combined Authority quality objectives for 2016 -2020 are:
to review and further refine its approach to equality impact assessments.
While (1) is underway, the Combined Authority will ensure that equality impact assessments are carried out whenever a new strategy, policy, service, function or major project is being developed.
The Combined Authority 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

The Combined Authority is working to ensure effective investment in the Green Economy. The most recent
Green Economy Panel – October 2018 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 continued development for the Combined Authority in 2018-19. Emissions management and adaptation plans are also being progressed as part of the Combined Authority 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 the Combined Authority to ensure the strategies are aligned even though they will be developed separately. Public ambitions are for compliance with the Paris Agreement to limit emissions to 1.5 degrees.

### 7.4 COMMUNITY SAFETY IMPLICATIONS

Public safety and security is a due consideration of the Combined Authority, 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, the Combined Authority 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 the Combined Authority's objectives and any predictions related to the transfer of functions should be rolled out through positive engagement and communication with staff currently employed, and across partner LAs and organisations.

### 7.7 WARD IMPLICATIONS

The Combined Authority/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 the Combined Authority
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. Transport matters are also addressed through the Bradford District Consultation Sub-Committee.

### 7.8 IMPLICATIONS FOR CORPORATE PARENTING

None arising from this report

**7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None arising from this report

**8. NOT FOR PUBLICATION DOCUMENTS**

None.

***9. OPTIONS***

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

Comments and views are welcomed on the emerging Local Inclusive Industrial Strategy document – Appendix 6.

The latest position on delivery and progress of the Bradford schemes will be raised in the meeting.
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.

**10. RECOMMENDATIONS**

It is recommended that

The involvement and partnership between Bradford Council and the West Yorkshire Combined Authority / Leeds City Region Enterprise Partnership (LEP) is welcomed.

The progress on investment and delivery is noted and progress on key schemes to be brought to the attention of the Committee as part of effective local scrutiny.

The on-going Strategic Economic Plan delivery and the development of the Local Inclusive Industrial Strategy and wider Policy Framework is recognised.

The scrutiny work of the Combined Authority O&S, especially on CA performance, the LEP Review and Transport, and Bradford Councillors involvement in this is noted.

## 11. APPENDICES

Appendix 1 - Glossary

Appendix 2 – a) The Combined Authority LEP Overview; b) the Combined Authority Governance Structure and c) Bradford Elected Members Involvement in the Combined Authority/LEP – Nominations and Appointments 2018-19

Appendix 3 – The Combined Authority Corporate Plan 2017-18 – extract
- highlights, 2018-19 key activities and KPIs – 2018-19

Appendix 4
4a The Combined Authority/LEP Key meetings Overview
4b The Combined Authority O&S Committee – Meetings & key agenda items 2017-18-19 (since last Bradford Joint O&S Committee received an update)

Appendix 5 – Investment & Schemes

Appendix 5a) Bradford District Headlines

Appendix 5b) Investment and Delivery Bradford Priority Schemes - Growth Deal financial dashboard – extract
5c) Growth Deal Financial Dashboard – Autumn 2018
5d) Growth Deal dashboard– Summer 2018
5e) WY+TF Pipeline– Summer 2018
5f) Other funds and investments
5f i) Business Rates Pool - 2018-19
5f ii) Support to Businesses – Overview of Total LCR Economic Services Grants Approved by District

Appendix 6 – Local Inclusive Industrial Strategy for Leeds City Region – Background Document.

## 12. BACKGROUND DOCUMENTS

- The Combined Authority Corporate Plan 2017-18, 2018-19
- LEP Strategic Economic Plan; emerging Local Inclusive Industrial Strategy & Policy Framework & LIIS Background Document
- Economic Reporting – Updates and Dashboards - covering the main local, national and international economic developments and included a dedicated commentary on the health of the Leeds City Region and wider economy as the UK moves towards its formal exit from the European Union.
- LCR Strategic Economic Plan 2016-2036
- LCR Assurance Framework & HM Government national Assurance Framework

template.

- LCR/the Combined Authority Single Appraisal Framework
- LCR Growth Deal Monitoring
- Board papers, the Combined Authority, LEP, WY&Y Investment Committee, Transport Committee etc e.g Brexit Resilience and Opportunities Assessment
- Compelling economic case for One Yorkshire devolution presented to Government , the Combined Authority Press Release, 12/10/2018
- LEP Network
- Urban Transport Group
- Transport for the North
- National Infrastructure Commission

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Appendix 1 – Glossary of terms

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)
IS – Industrial Strategy
LAs – Local Authorities
LCR – Leeds City Region
LEP – Leeds City Region Enterprise Partnership
LIIS – Local Inclusive Industrial Strategy also Local Industrial Strategy LIS
LTP – Local Transport Plan
NEET – Not in Education, Employment or Training
NGT – Next Generation Transport (Leeds)
NIC – National Infrastructure Commission
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 Environment Overview & Scrutiny Committee (formerly Regeneration and Economy)
SAF – Single Appraisal Framework
SEP – Strategic Economic Plan
SPAs – Spatial Priority Areas
SPF – Shared Prosperity Fund
STP – Strategic Transport Plan (TfN, the Combined Authority)
TfN – Transport for the North
TUPE – Transfer of Undertaking (Protection of Employment)
WYJS – West Yorkshire Joint Services

**Appendix 2 – The Combined Authority/LEP Overview**
**With Governance Structure and Bradford Elected Members Involvement**

**Appendix 2a – The Combined Authority / LEP Overview**

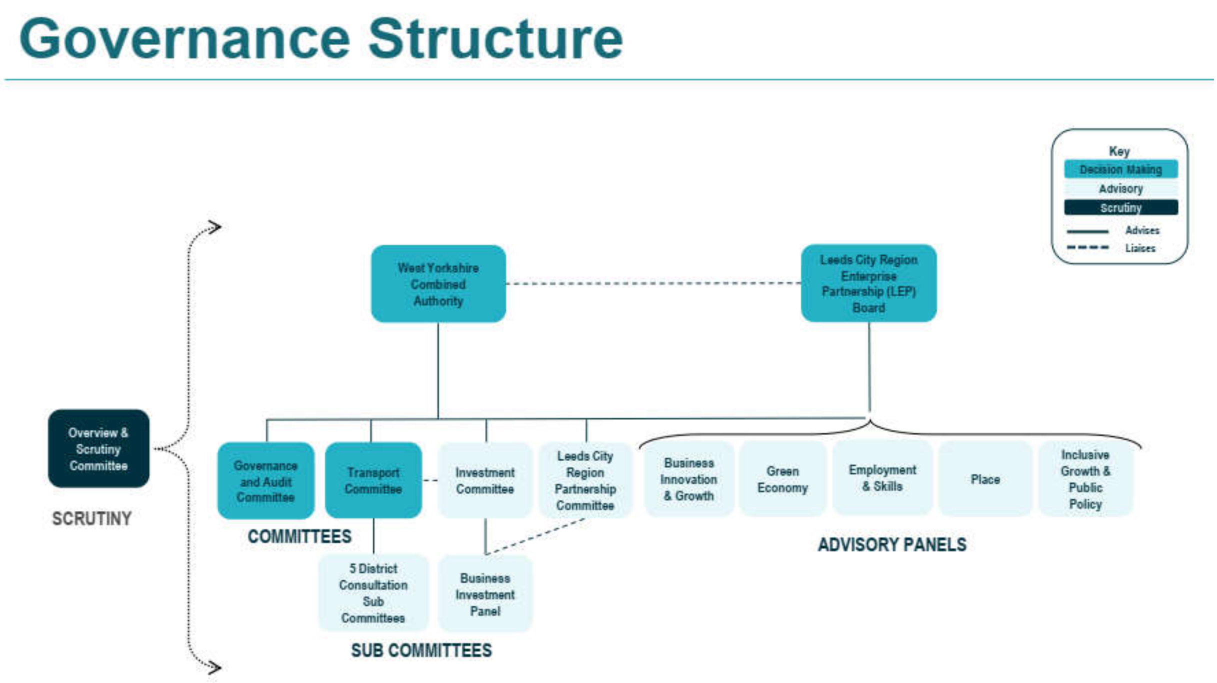
<table>
<tr><td>The Combined Authority – formal local authority body<br>The West Yorkshire Combined Authority is a local government body, established under statute, with a clear remit to support and drive forward regeneration, infrastructure and transport investment and to undertake key transport and development services</td><td>LEP – business partnership with political leaders supported by the Combined Authority<br>Working closely with the private sector through the Leeds City Region Enterprise Partnership (LEP) to develop, shape and deliver policies that meet the needs of employers in the region</td></tr>
<tr><td colspan="2">Transformative Vision:<br>“To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.”<br>Key challenges<ul><li>The productivity rate is not as high as it should be</li><li>The city-region economy still isn’t working for too many of our residents, and</li><li>Addressing the historic underinvestment in the transport network that has previously held back business growth and jobs</li></ul></td></tr>
<tr><td>West Yorkshire Combined Authority is a driving force for prosperity and economic growth across the Bradford, Calderdale, Kirklees, Leeds and Wakefield districts The City of York Council are involved as a member of the Combined Authority. The Combined Authority 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. The West Yorkshire Combined Authority is a collaboration between the West Yorkshire authorities and is the place where work that cuts across the whole of West The LEP and Combined Authority 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 & quality of life for everyone</td><td>The LEP aims to unlock the Leeds City Region’s vast economic potential by enabling businesses to grow and develop. 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. Develops strategy and policy aimed at Page 2 3 Yorkshire and city region is undertaken. The CA is a governing board of nine political leaders, plus the chair of the Leeds City Region Enterprise Partnership (LEP) meeting both the current and the future needs of the city-region's economy. Undertakes specific project delivery that supports businesses and accelerate growth.</td></tr>
<tr><td colspan="2">The Combined Authority and the LEP are supported by an officer organisation that undertakes overall policies and actions. In some cases Combined Authority officers do the work themselves and in other cases work is commissioned from local authority or wider partners. 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 the Combined Authority.”</td></tr>
</table>

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/the Combined Authority 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.

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 :
o Growing Business
o Skilled People, Better jobs
o Clean energy and environmental resilience
o 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.

**Appendix 2b The Combined Authority Governance Structure – July 2018**



The Combined Authority officer team is organised into four directorates focusing on:

- Policy, Strategy and Communications – developing policies and strategies to transform the region, securing the investment to put those policies into action, and championing the region's interests nationally and internationally
- Delivery – overseeing our multi-million pound programme of capital investment in transport improvements and economic regeneration, ensuring the right projects are delivered on time and on budget, and that the greatest possible benefits are realised for the region
- Transport Services – providing high-quality, responsive services to connect people to jobs and other economic opportunities, and running our Metro-branded network of bus stations, travel centres and public transport information
- Economic Services – supporting businesses to grow, attracting new companies to invest in the region, and supporting skills development to help people progress and prosper and businesses become more productive

These four directorates are supported by a Resources directorate, which ensures that our organisation takes decisions in an open, transparent way, spends money wisely, and develops a high-performing team.

**Appendix 2c - Bradford Elected Members Involvement in the Combined Authority/LEP – Nominations and Appointments 2018-19**

West Yorkshire Combined Authority

| |
|---|
| Cllr Susan Hinchcliffe (Chair); Cllr Imran Khan – Substitute<br>Cllr John Pennington |

LCR Partnership Panel – in abeyance

West Yorkshire Combined Authority Governance & Audit Committee

| |
|---|
| Cllr Susan Hinchcliffe (Chair); Cllr Imran Khan – Substitute |

West Yorkshire Combined Authority O&S Committee

| |
|---|
| Councillor Sarfraz Nazir ; Councillor Angela Tait (Substitute)<br>Councillor Mike Pollard ; Councillor Naveed Riaz (Substitute)<br>Councillor Rosie Watson ; Councillor Joanne Dodds (Substitute) |

WY&Y Investment Committee

| |
|---|
| Cllr Alex Ross-Shaw<br><br>Also Business Investment Panel |

West Yorkshire Combined Authority Transport Committee

| |
|---|
| Councillor Michael Ellis ; Councillor Ian Greenwood ; Councillor Hassan Khan ; Councillor Taj Salam<br>Cllr Alex Ross-Shaw (Portfolio Holder, Regeneration, Transport and Housing) – for information |

Bradford District Consultation Sub-Committee 2018-19

| | |
|---|---|
| Councillor Taj Salam (Chair)<br>Gareth Logan (Deputy Chair)<br>Councillor Michael Ellis<br>Councillor Hassan Khan<br>Councillor Ian Greenwood | Public Representatives<br>Christopher Allan ; James Craig ; Stephen Hetherington ; David Hill ; Andrew Jewsbury; Patricia Joseph-Gray ; Peter Ketley; Nasreen Khan ; Norah McWilliam; Andrew Noble ; Graham Peacock ; John Prestage ; Keith Renshaw; and Barrie Rigg |

LEP – Chair Roger Marsh

| |
|---|
| Cllr Susan Hinchcliffe; *Cllr Imran Khan – Substitute*<br>*Business representatives from Bradford District also on LEP Joanna Robinson; Amir Hussain* |

LEP Panels

| | |
|---|---|
| Business Innovation and Growth Panel | **Cllr Ross-Shaw**<br>Kersten England CX as Lead CX for LCR |
| Place Panel | Cllr Susan Hinchcliffe (the Combined Authority); **Cllr Ross-Shaw** |
| Inclusive Growth and Public Policy Panel | **Cllr Ross-Shaw** |
| Green Economy Panel | **Cllr Ferriby** |
| Business Investment Panel | **Cllr Ross-Shaw** |

**Appendix 2c) continued The Combined Authority Involvement in Outside Bodies 2018-19 – from AGM June 2018**

| Outside Body | Named Representative |
|---|---|
| TfN Members' Board[1] | **Representative:** Cllr Judith Blake<br>**Substitute:** Cllr Susan Hinchcliffe |
| TfN Scrutiny Committee | **Representative:** Cllr Eric Firth<br>**Substitute:** Cllr Barry Collins |
| Rail North Ltd | **Representative:** Cllr Judith Blake (Director)<br>**Substitute:** Cllr Susan Hinchcliffe (Alternate Director) |
| East Coast Main Line Authorities[2] | **Representative:** Cllr Eric Firth |
| HS2 East | **Representative:** Cllr Judith Blake |
| City Regions Transport Special Interest Group | **Representatives:**<br>Chair of Transport Committee<br>Deputy Chair of Transport Committee<br>Leader of opposition on Transport Committee |

**Appendix 3 – the Combined Authority Corporate Plan 2018-19- extract**

Including future ambitions and Key Performance Indicators KPIs – Overview & Key Work Areas 2018-19

Highlights from 2017/2018 include:

- 2,400+ businesses supported to grow and become more productive through the LEP Growth Service, delivered with partner councils.
- £6.5 million worth of LEP grants provided to help over 200 small and medium-sized enterprises (SMEs) grow and create jobs
- State of the art facilities including Northern Dental Education Centre (NORDEC) in Bradford
- 16,800 interactions between employers and young people in 160 schools organised this year as a result of the Enterprise Adviser programme
- 4,000 apprenticeship opportunities across the City Region created for 16-24 year olds from the apprenticeship grant for employers over the past two years
- £18 million funding provided for vital bus links for communities across West Yorkshire that wouldn't otherwise have had a bus service.
- £56 million invested in providing affordable bus travel for young people and people over retirement age.
- 200,000 people now travel around the region using MCard smartcard every week, and this year introduction of a new Android app and self-service ticket machines in bus and train stations.
- £1 million invested in measures to speed up buses at congestion hotspots across West Yorkshire thanks to our Bus18 partnership with bus operators
- 33 access buses operated across West Yorkshire to help older and disabled people live more independent lives
- 100,000 people used the Metro-branded bus stations daily.
- £23.5 million investment made in new, low-emission buses by bus operators, Arriva and First West Yorkshire, through the Bus18 partnership.
- £4.2 million secured to retrofit buses in West Yorkshire to reduce emissions and improve air quality.
- £2.9 million LEP Growth Deal funding invested in tackling fuel poverty across Leeds City Region
- 600 households benefitted from reduced energy bills through improvements made via the Better Homes Yorkshire programme
- £10.9 million invested in building Low Moor station in Bradford
- £173.5 million secured from the Department of Transport in partnership with Leeds City Council for the #ConnectingLeeds programme which will transform the city's bus service, expand Park and Ride provision and develop proposals for three new train stations
- 20,000 new jobs set to be created in Leeds City Region as a result of HS2. the Combined Authority have continued to lobby for increased investment in the region's transport network over the past year through participation in Transport for the North, ensuring stops in Bradford, Leeds and York were included in plans for the new high-speed Northern Powerhouse Rail line when they were published in February
- Two new strategies adopted setting out how the Combined Authority will work

with partners to improve the overall transport network and bus system. This is alongside a new masterplan for Leeds station in preparation for HS2 arriving, and an overall HS2 Growth Strategy setting out how the benefits of high-speed rail for local people and communities can be maximised.

- Support to Leeds and Bradford Councils - the CityConnect Cycle Superhighway – the longest segregated cycleway in the country, linking these two major Yorkshire cities.

**Corporate Plan - 2018/19**

Boosting Productivity

The Combined Authority aim to close the gap between Leeds City Region's productivity rate and the UK average, which could add £10 billion to the economy and create thousands more skilled jobs. Together we are working to deliver £3.7 billion in additional annual economic output for the region and create 35,000 additional jobs by 2036. the Combined Authority will focus on boosting business productivity through innovation, encouraging exports and expansion, and meeting the demands of businesses for a workforce with the right skills.

- Supporting a further 3,650 businesses in our region to grow and become more productive
- Helping create 500 jobs through our support for businesses
- Attracting new global investors to the region with the aim of creating 1,500 new jobs
- Establishing a team to manage relationships with at least 120 internationally owned firms already within the region, and work with them to secure new investment and jobs
- Promoting Leeds City Region's strengths in the key sectors of advanced manufacturing, digital, healthcare and financial and professional services, securing 180 meetings with investors
- Inspiring a further 100 companies to export and a further 100 to increase their global trade
- Addressing skills shortages in key sectors by enabling 1,400 employees of City Region businesses to improve their skills with support from our LEP Skills Service
- Boosting the region's productivity rate by supporting 70 businesses to develop innovative new products and processes
- Producing a new Digital Framework for Leeds City Region, setting out plans to boost our region's fast-growing tech sector and make every business a digital business
- Supporting business innovation and productivity with the completion of two new innovation and incubation facilities: the Nexus innovation centre at the University of Leeds and the Huddersfield Innovation and Incubation Project

the Combined Authority/LEP long-term ambitions:

*• Close the gap between Leeds City Region's productivity rate and the UK average – adding £10 billion to our economy*
*• £3.7 billion in additional annual economic output for the region by 2036 as a result of our shared Growth Deal-funded projects that benefit our resident, businesses and visitors*
*• 35,000 additional jobs by 2036 2018/19 headline success measures*

• *A Local Inclusive Industrial Strategy for the City Region developed by the end of March 2019*
• *24,898 square metres of new floorspace and 12,100 square metres of refurbished floorspace through economic regeneration projects funded through our Growth Deal*
• *2,750 businesses who want to grow supported through the LEP Growth Service*
• *500 jobs created in those businesses receiving intensive support from the LEP Growth Service*
• *A further 1,500 new jobs created in the region through the work of the inward investment service*
• *75% of those businesses who receive intensive support from the LEP Growth Service achieve growth*

**Enabling Inclusive Growth**

As economies globally look to tackle inequality, we aim to be a leader in promoting inclusive economic growth – in other words focus our efforts on supporting everyone in the City Region to feel the benefits of a strong economy – with a particular focus on diversity and those in communities high on the multiple deprivation index. Alongside this, we will continue our efforts to improve air quality and minimise the impact of climate change on communities and businesses. Working with our partners in the region we aim to reduce the proportion of jobs that pay less than the real Living Wage and reduce the employment rate gap for all disadvantaged groups. We will also work to significantly increase the number of key regional organisations who are committed to putting in place inclusive growth initiatives by becoming 'inclusive anchor organisations'

Connecting people to skills and jobs

- Ensuring our employment and skills programmes promote inclusive growth by supporting the progression of low paid workers and providing additional education and careers activities to less advantaged pupils
- Creating 1,000 apprenticeship opportunities through our advice and support for businesses
- Working in close partnership with colleges in the City Region to ensure that education and training provides the skills our economy and businesses need
- Providing accessible transport services for people with personalised travel needs through our AccessBus service, and help children with special educational needs travel safely between home and school
- Coordinating home to school transport on behalf of our partner councils
- Expanding the range of digital services to help people find travel information and buy tickets online, while reducing paper-based services
- Enabling people to travel around the region easily and affordably through our Card – the most extensive smartcard scheme outside London – generating £30 million in ticket sales
- Expanding the range of travel discounts for younger people through our concessionary fare scheme and close working with bus and rail operators
- Continuing to work in partnership with bus operators to transform the quality, accessibility and responsiveness of bus services in the region
- Enabling over 6,000 people and businesses to see the health, environmental and economic benefits of cycling and walking through cycling training and grants and

other activity via our CityConnect programme

Transforming our places through regeneration, housing and development

- Enabling 61 economic regeneration projects worth £45 million to go ahead
- Completing new world-class college facilities at Kirklees College's Dewsbury Learning Quarter and Leeds College of Building, and continue supporting the construction of Leeds City College's Quarry Hill campus
- Supporting development of a Leeds City Region Accelerating Housing Delivery Prospectus, working with our partner councils and housing developers to secure the funding and resources to build up to 13,000 new homes a year to meet housing demand and support economic growth in the City Region
- Enabling 450 new homes to be built through our grant and loan investment, including 200 homes on the New Bolton Woods and Beech Hill developments in Bradford
- Installing new superfast broadband infrastructure to benefit more than 49,000 residents and businesses in West Yorkshire and York who cannot yet access superfast broadband
- Helping attract new business investment to York by enabling 8,000 square metres of new commercial floorspace to be built at York Central
- Setting up a dedicated team to speed up the development and use of Enterprise Zone sites in Leeds and along the M62 corridor

Creating a cleaner, greener environment

- Helping communities get access to low cost, low carbon, locally generated energy by investing £4 million of Growth Deal money in the Leeds district heat network – one of 16 commercially viable district heat schemes identified across Leeds City Region
- Enabling 1,000 households to save money and become more energy efficient through the Better Homes Yorkshire programme
- Supporting 80 businesses across Leeds City Region to save money on their energy bills and improve their productivity in relation to use of water and waste through resource efficiency funding and advice
- Providing sustainable travel advice and support to businesses, recruiting a further 80 new businesses to our 360-strong Travel Plan Network
- Improving air quality by working with transport operators to provide cleaner buses, spending a £4.2 million government grant to upgrade the emissions standards of mid-life buses and taking advantage of opportunities to test new fuel technologies. Supporting Leeds in plans for a low emissions zone
- Producing a Leeds City Region Energy Strategy setting out how we will meet our region's energy needs and generate clean, low carbon energy, and a Green/ Blue Infrastructure Delivery Plan for how we will use our region's natural assets to protect against flooding

**Long-term ambitions**

• *Reduce the proportion of jobs that pay less than the real Living Wage*
• *Help more disadvantaged groups into work*
• *Increase the number of key regional organisations or "anchor organisations" committed to putting in place inclusive growth initiatives*
• *Improved air quality and energy efficiency 2018/19 headline success measures*

• *Delivering an enhanced model of employability, enterprise and careers education to 12,000 disadvantaged students*
• *Supporting 1,250 individuals to upskill in skills shortage areas*
• *Supporting 1,000 businesses to offer apprenticeships*
• *Helping 1,000 homes become more energy efficient through the Better Homes programme*

The provision of a high quality integrated transport system is a vital requirement of a competitive, inclusive economy. With our partners in the region we have developed a 20-year Transport Strategy to deliver a world-class, modern, integrated transport system, with ambitious targets for increasing trips by public transport, walking and cycling.

- Delivering over £70 million worth of transport infrastructure schemes through our West Yorkshire-plus Transport Fund and other funding programmes
- Creating more world-class cycling infrastructure enabling people to travel to work by bike including projects in York, Leeds, Bradford, Castleford and Wakefield, plus a scheme to open up cycle access to our region's canals
- Completing major new road schemes to reduce congestion on key commuter routes including Kirkgate in Wakefield and the first phase of the A629 in Halifax
- Moving other key transport schemes across West Yorkshire and York towards delivery by providing project management and transport planning expertise to local councils, enabling them to bring schemes forward for funding
- Kick-starting multi-million pound improvements to transport hubs in our towns and cities including Bradford Interchange, Halifax bus station, Castleford rail station gateway and New Station Street in Leeds
- Starting on site with the first phase of West Yorkshire's ultra-low-emission vehicle (ULEV) taxis project with the goal of making 5.1% of our region's taxis ULEVs by 2020
- Continuing to influence regional and national transport investment programmes – including Transport for the North's and Highways England's investment programmes – in the interest of our area's transport priorities
- Shaping the development of key rail and bus improvements including Northern Powerhouse Rail, the Transpennine route upgrade, Calder Valley improvements and East Coast Mainline
- Supporting the delivery of the #ConnectingLeeds programme, working with Leeds City Council to provide faster bus journeys, improved city centre and local transport interchanges and new Park and Ride sites
- Developing proposals for four new rail stations in West Yorkshire
- Continuing to work in partnership with Leeds Bradford Airport

**Long-term ambitions**
• *A world-class, modern, integrated transport system*
• *Increased trips by public transport, walking and cycling 2018/19 headline success measures*

• *13 significant transport projects completed by March 2019 with 11 projects on site*
• *Support partners to complete two significant transport projects by March 2019 with a further nine on site*

• *MCard sales increased by 10%*
• *98% of all travel information transactions/ enquiries made online*

Championing the region nationally and internationally and securing the powers and investment to put our ambitions into action is central to our shared work. Over the coming year, working with partners both in the City Region and across Yorkshire, the Combined Authority intend to:

• Continue to support political leaders' case for an ambitious devolution deal for our region, over whatever geography, securing the powers and resources to maintain investment in the region
• Develop a single, bold Local Inclusive Industrial Strategy to drive growth and boost productivity and earning power in the region to 2030 and beyond
• Bid for a significant share of funding opportunities that arise from Government when they support our priorities – including future rounds of Growth Deal funding
• Continue to develop long-term, evidence-led policies and secure funding to transform our City Region's local, regional, national and international transport connections
• Provide a Brexit evidence base, and ensure our policies and programmes take full account of Brexit. Work hard to ensure City Region European funding is fully allocated and play a key part in shaping the successor to EU funding through the UK Prosperity Fund
• Support our partner councils in developing evidence and policies on strategic planning and housing to save money and better coordinate activity across local authority boundaries. This includes work on minerals and waste planning, population and housing forecasts, housing market evidence and employment land reviews

**<u>Appendix 4 – The Combined Authority/LEP Overview</u>**

**4a – the Combined Authority/LEP Key meetings**

**4b – the Combined Authority O&S Committee Meetings and key agenda items 2017-18-19 (since last Bradford Joint O&S Committee received an update)**

## <u>4a – The Combined Authority/LEP Key meetings</u>

**(since last Bradford Joint O&S Committee)**
**The Combined Authority, LEP, Investment Committee & Transport Committee**

**<u>The Combined Authority</u>**
https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=133
**11 Oct 2018– Agenda**
**2 Aug 2018 - Agenda, Minutes**
**28 Jun 2018 - Agenda, Minutes; Annual Meeting**
**10 May 2018 - Agenda, Minutes**
**5 Apr 2018 - Agenda, Minutes**
**1 Feb 2018 - Agenda, Minutes**
**14 Dec 2017 - Agenda, Minutes**

**The LEP**
**https://westyorkshire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=150**
**20 Sep 2018 - Agenda, Draft Minutes**
**13 Jun 2018 - Agenda, Minutes; Annual Meeting**
**27 Mar 2018 - Agenda, Minutes**
**16 Jan 2018 - Agenda, Minutes**
**29 Nov 2017 - Agenda, Minutes**

**<u>WY&Y Investment Committee</u>**
**7 Nov 2018 - Agenda**
**5 Sep 2018 - Agenda**
**4 Jul 2018 - Agenda, Minutes**
**5 Jun 2018 - Agenda, Minutes**
**18 Apr 2018 - Agenda, Minutes**
**21 Mar 2018 - Agenda, Minutes**
**3 Jan 2018 - Agenda, Minutes**
**9 Nov 2017 - Agenda, Minutes**

**<u>Transport Committee</u>**
**https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=138**
**21 Sep 2018 - Agenda**
**6 Jul 2018 - Agenda, Minutes**
**25 May 2018 - Agenda, Minutes**
**16 Mar 2018 - Agenda, Minutes**
**12 Jan 2018 - Agenda, Minutes**
**17 Nov 2017 - Agenda, Minutes**

**<u>4b - The Combined Authority O&S Committee Meetings and key agenda items</u>**
**2017-18-19 (since last Bradford Joint O&S Committee received an update)**

**Forward Programme of Work – Provisional**

**22 March 2019**
- Business grants criteria
- Transport (working group report – to be confirmed)
- Devolution (to be confirmed)
- Corporate Plan and performance (to be confirmed)

**18 January 2019**
- Inclusive Growth
- Apprenticeships
- Assurance Framework / LEP Review (to be confirmed)
- Devolution (to be confirmed)
- Draft Budget 2019/20 (for information)

**16 Nov 2018 - Agenda**

4. MINUTES OF THE MEETING HELD ON 14 SEPTEMBER 2018
5. GOVERNANCE ARRANGEMENTS
6. CHAIR'S UPDATE
7. SCRUTINY WORK PROGRAMME
8. FLOOD REVIEW
9. THE COMBINED AUTHORITY'S ENGAGEMENT WITH THE PUBLIC
10. DEVOLUTION

**14 Sep 2018 – Agenda, minutes pending**

4. MINUTES OF THE MEETING HELD ON 13 JULY 2018
5. GOVERNANCE ARRANGEMENTS
6. SCRUTINY WORK PROGRAMME
7. MINISTERIAL REVIEW OF LOCAL ENTERPRISE PARTNERSHIPS (LEPS) - LEEDS CITY REGION RESPONSE
8. BUSINESS GRANTS
9. BUSINESS PLANNING AND BUDGET 2019/20
10. "WEST YORKSHIRE... AND BEYOND: CALDERDALE COUNCIL'S CONTRIBUTION TO THE COMBINED AUTHORITY" Presented by Councillor Jenny Lynn, Strategy and Performance Scrutiny Board (Calderdale Council)

**13 Jul 2018 - Agenda, Minutes**

4. MINUTES OF THE MEETING HELD ON 24 JANUARY 2018
5. GOVERNANCE ARRANGEMENTS
6. SCRUTINY WORK PROGRAMME
7. POLICY FRAMEWORK AND LOCAL INCLUSIVE INDUSTRIAL STRATEGY
8. DEVOLUTION

**24 Jan 2018 - Agenda, Minutes**

4. MINUTES OF THE MEETING HELD ON 4 JANUARY 2018
5. OXFORD GB2 LOAN WORKING GROUP REPORT
6. ECONOMIC SERVICES - BUSINESS GRANTS

7. TRANSPORT COMMITTEE - PRIORITIES & SPEND - Councillor Keith Wakefield, Chair of the Combined Authority Transport Committee
8. ASSURANCE FRAMEWORK - ANNUAL REVIEW
9. DEVOLUTION - verbal update
10. FORWARD PROGRAMME OF WORK

**4 Jan 2018 - Agenda, Minutes**
4. MINUTES OF THE MEETING HELD ON 15 NOVEMBER 2017
5. BUSINESS PLANNING AND BUDGET 2018/19
6. UPDATE AND REVIEW OF NEW GOVERNANCE ARRANGEMENTS

**15 Nov 2017 - Agenda, Minutes**
4. MINUTES OF THE MEETING HELD ON 20 SEPTEMBER 2017
5. BUSINESS PLANNING & BUDGET 2018/19
6. DEVOLUTION - verbal update
7. FORWARD PROGRAMME OF WORK
8. FEEDBACK FROM OVERVIEW & SCRUTINY WORKING GROUPS – verbal update
9. ITEMS FOR FEEDBACK TO the Combined Authority

**Bradford District Consultation Sub Committee -**
**https://westyorkshire.moderngov.co.uk/mgCommitteeDetails.aspx?ID=136**

**Appendix 5 – Investment & Schemes**

**5a) Bradford District Headlines**

2.7 In partnership with the council the Combined Authority have:

Allocated over £200m Growth Deal and Transport Fund investment to Bradford projects (with £57m forecast to be spent by March 2021) Schemes now have their own dedicated web page on the Combined Authority website.

- Completed and opened the £13m Apperley Bridge and Kirkstall Forge train stations and £10.8million Low Moor train station – the former reached its five-year passenger target in just 12 weeks
- Helped deliver the 23km cycle superhighway between Bradford and Leeds – 650,000 trips recorded since July 2016
- Supported local economies and enabled people to travel to work, school and access vital services by running Bradford Interchange, operating services such as AccessBus and home to school travel, and providing subsidised travel for young and older people
- Supported the regeneration of Bradford Odeon by contributing £325k Growth Deal investment and helping secure £4m through the Northern Cultural Regeneration Fund
- Supported business growth and job creation by:
    - jointly funded 1.5 FTE Growth Managers to provide intensive support to local firms
    - providing £6.2m capital grant investment to local businesses
    - providing access to other business support services through the LEP Growth Service and the development of European funding calls, including support for innovation, export, digital, resource efficiency and start-ups
- £3.6million Growth Deal investment has helped kick-start the New Bolton Woods urban village development. The preparation works enable faster development of the site, seeing initial construction of 145 homes with around 1,000 homes projected when the development is fully completed. Without Growth Deal investment the land would have been significantly more difficult and expensive to develop for new housing.
- Invested £419,000 Skills Capital in upgrading Shipley College facilities at Saltaire
- Supported 586 businesses to employ apprentices with at last £703,200 apprentice grants for employers
- Supported 44 Bradford secondary schools to deliver 49836 employers encounters since September 2017 with a focus on social mobility via the Enterprise Coordinator team working in partnership with the Bradford Opportunity Area, Careers and Enterprise Company and Bradford Pathways.

- 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 (with support for New Bolton Woods)
    - **Gain Lane, Parry Lane & Staithgate Lane** form part of the pan city region M62 Enterprise Zone which is identified as an Employment Growth Area

- The Transforming Cities Fund Bid prioritises the corridors for **Leeds to Bradford, Halifax and the Calder Valley** and **Bradford to South Bradford & North Kirklees** as well as **Bradford priority gateways (Interchange and Forster Square). Bradford – Aire Valey to Skipton and East Lancashire** also a priority route as part of the Northern Powerhouse Transport Strategy.

- Support to Leeds and Bradford Councils - the CityConnect Cycle Superhighway – the longest segregated cycleway in the country, linking these two major Yorkshire cities.

- Business Rates pool money is now being invested into four schemes (details below) for **The District Health and Social Care One Workforce; The Screen Skills Diversity ; Bradford District Community Led Local Development CLLD; Cultural Capacity Building.**

- **Leeds City region Connectivity Strategy - Mass transit system for 2033**

**5b) Investment and Delivery Bradford Priority Schemes - Growth Deal financial dashboard – extract**

Extract from PIMS – Outputs/Community Benefits – to be ready for Q3 reporting

| SEP Priority | Project Name | Original Allocation | Actual & Forecast Total Spend 2018/19 | Total to 2020/21 | Post 2020/21 Forecast | Total CA Cost |
|---|---|---|---|---|---|---|
| Priority 4a - Housing and Regeneration | Bradford Odeon | £330,000 | £325,000 | £325,000 | £0 | £325,000 |
| | Bradford, One City Park | £5,200,000 | £0 | £5,200,000 | £0 | £5,200,000 |
| | New Bolton Woods | £3,600,000 | £600,000 | £3,600,000 | £0 | £3,600,000 |
| **Priority 4a - Housing and Regeneration Total** | | **£9,130,000** | **£925,000** | **£9,125,000** | **£0** | **£9,125,000** |
| | A650 Hard Ings Road (Phase 1) - Hard Ings Road Only | £10,250,000 | £2,720,766 | £9,976,225 | £64,427 | £10,040,652 |
| | A650 Tong Street | £7,070,000 | £78,639 | £1,839,567 | £10,585,433 | £12,425,000 |
| | Bradford Forster Square Station Gateway | £17,030,000 | £458,625 | £17,196,000 | £115,000 | £17,311,000 |
| | Bradford Interchange Station Gateway (Phase 1) | £10,880,000 | £119,035 | £792,396 | £4,837,604 | £5,630,000 |
| | Bradford Interchange Station Gateway (Phase 2) | £0 | £346,283 | £512,000 | £0 | £512,000 |
| | Bradford to Shipley Corridor | £47,900,000 | £733,253 | £2,668,253 | £45,206,747 | £47,875,000 |
| | Corridor Improvement Programme - Bradford, A6177 Great Horton Road - Cross Lane (12) | £2,500,000 | £282,549 | £2,480,000 | £20,000 | £2,500,000 |
| | Corridor Improvement Programme - Bradford, A6177 Great Horton Road - Horton Grange Road (15) | £3,150,000 | £253,810 | £3,130,000 | £20,000 | £3,150,000 |
| | Corridor Improvement Programme - Bradford, A6177 Thornton Road - Toller Lane (10) | £8,500,000 | £270,883 | £8,470,000 | £30,000 | £8,500,000 |
| | Corridor Improvement Programme - Bradford, A650 Shipley Airedale - A647 Leeds Road | £10,300,000 | £0 | £0 | £0 | £0 |
| | Harrogate Road - New Line | £4,920,000 | £497,782 | £6,579,950 | £19,050 | £6,599,000 |
| | South East Bradford Access Road | £46,310,000 | £263,648 | £2,953,907 | £43,356,093 | £46,310,000 |
| **Priority 4b - West Yorkshire + Transport Fund Total** | | **£168,810,000** | **£6,025,273** | **£56,598,298** | **£104,254,354** | **£160,852,652** |
| | **Grand Total** | **£177,940,000** | **£6,950,273** | **£65,723,298** | **£104,254,354** | **£169,977,652** |

**5c) Growth Deal Financial Dashboard** – Autumn 2018 - for the Committee's consideration

West Yorkshire and York Investment Committee Wednesday, 7th November 2018
Latest Growth Deal financial Dashboard - (September 2018)
https://westyorkshire.moderngov.co.uk/documents/s9511/Item%205%20-%20Appendix%201.pdf

**5d) Growth Deal dashboard**– Summer 2018 – for the Committee's consideration

West Yorkshire and York Investment Committee Wednesday, 5th September 2018
Growth Deal dashboard Figures accurate up to: June 2018
https://westyorkshire.moderngov.co.uk/documents/s8713/Item%206%20-%20Appendix%201.pdf

**5e) WY+TF Pipeline**– Summer 2018 – for the Committee's consideration

West Yorkshire Transport Fund dashboard Target Actual Figures accurate up to: June 2018
https://westyorkshire.moderngov.co.uk/documents/s8714/Item%206%20-%20Appendix%202.pdf

**5f) Other funds and investments**

***i) Business Rates Pool - 2018-19***

**The District Health and Social Care One Workforce £1,151,000.**

This proposal addresses a critical requirement to develop a sustainable and inclusive approach to re-balance the health and social care (HSC) economy in Bradford. The vision is twofold: firstly, bring together the requirements for more health and social care workers with those currently furthest from those opportunities, bringing sustainable benefits to both sides, particularly economically inactive women from South Asian communities. Secondly, by bringing together the existing assets in Bradford, a world-leading research base; a strong NHS and academic provision, alongside an innovative approach to health and social care learning and development, Bradford will be able to attract those practitioners into HSC who want to work in a place where they can make real difference and see personal progression. Ultimately, the identified interventions will enable Bradford to deliver inclusive economic growth with the District.
The overall economic vision for Bradford District is to be a high-value, high-skill economy at the heart of Leeds City Region and the Northern Powerhouse. This will be driven by the diverse and dynamic communities, with innovative and productive businesses delivering inclusive growth, good jobs and opportunity for all. This proposal supports the delivery of this ambition. It is designed to create a demand driven, system-wide integrated workforce development and recruitment approach that enables local residents to access employment opportunities while allowing our local employers to recruit, educate and train the talent they require to deliver outstanding health and social care services

**The Screen Skills Diversity Project for £505,500.**

This project will address the skills needs of the film and television production sector in the Leeds City Region. It will focus on practical interventions to enable young and talented

people from disadvantaged and diverse backgrounds to access employment in the Creative Sector. There is clear evidence to show that whilst there is strong interest in the film production sector amongst our region's young people, representation by ethnic minorities and those from disadvantaged backgrounds remains very low.
At the heart of our approach is an inclusive programme that will offer targeted support for those wishing to enter the industry. Our approach will address key issues such as understanding the opportunities available within the sector, building industry networks and connections, creating work experience possibilities and identifying appropriate role models

**Bradford District Community Led Local Development CLLD £500,000**

The project is the delivery of the Community Led Local Development (CLLD) Strategies for the Bradford Central and Keighley areas in Leeds City Region. These strategies have been developed and are led by two Local Action Groups (LAG), comprising Bradford Central and Keighley community stakeholders representing public, private and local socio-economic interests, and in consultation with the local communities. With the aim of empowering these communities, individual residents and local businesses are also on the LAG, ensuring that they are actively involved in shaping the future work of the partnership and ensuring local needs are addressed. Both Local Development Strategies (LDS), and the activities that will be delivered through this project, focus on the 20% most deprived Lower Super Output Areas (Indices of Multiple Deprivation 2010) in the Bradford Central wards of City, Great Horton and Manningham and the Keighley wards of Keighley East, West and Central. The combined areas cover a total population of 72,984 residents. Both areas are ethnically mixed, predominantly of white and Pakistani origin, with recent settlement of Eastern European migrants. The areas have higher than average unemployment, higher levels of deprivation and lower levels of attainment and qualifications than much of the surrounding areas and compared to District, Sub-regional and national comparators. The project has secured ESIF funding with ERDF and ESF grant agreements now in place, with Bradford Council as the Accountable Body. Project management will be undertaken by key delivery organisations within the CLLD areas. Bradford – Action for Business and CNet; and for Keighley - Airedale Enterprise Services. The CLLD model is complementary to other development support in the Bradford District. CLLD can mobilise and involve local communities and organisations to contribute to achieving sustainable and inclusive growth

**Cultural Capacity Building £539,325**

This project comprises a three-year plan to transform the skills, infrastructure, capacity and confidence of Bradford's cultural and sport sector so that the District can begin to make a distinctive and significant contribution to Yorkshire's cultural landscape, grow a series of major events capable of attracting regional, national and international audiences, significantly increase visitors to the district, begin to change perceptions of Bradford and prepare to launch a bid to stage the 2025 UK City of Culture by 2020/21.
It builds on investment already made in the last twelve months to achieve collaborative working across the cultural sector and strengthen its leadership, and will use the growth of a series of regular events to further enhance partnership working, build skills and experience, as well as growing new audiences and delivering increased economic impact. This will sit alongside targeted support to attract and retain creative businesses and individuals to live and work in the city and marketing and promotional activity to raise Bradford's profile as a place to enjoy culture, sport and leisure including food.

20 bids funded by the pool, with the total value of £12,886,736 –

- Health and Social Care ‘One Workforce’ – City of Bradford MDC
- Bradford and Keighley CLLD – City of Bradford MDC
- Major cultural and sporting events – building the bid for UK City of Culture 2025 – City of Bradford MDC (Year 1)
- Delivering Inclusive Growth in Calderdale – Calderdale Council
- Halifax and the Piece Hall Visitor Economy – Calderdale Council
- Harrogate Digital Incubator – Harrogate Borough Council
- Smart Harrogate – Harrogate Borough Council
- Enabling Housing Growth – Harrogate Borough Council
- Stalled Housing Brokerage Service – Kirklees Council
- Kirklees the Music District – Kirklees Council
- Investment programme – Kirklees Council
- Dewsbury Town Centre – Kirklees Council
- Transforming Leeds events – Leeds City Council
- Expansion of digital engagement – Leeds City Council
- Wakefield Waterfront – Rutland Mills – Wakefield Council
- York City Brand and Inclusive Growth - City of York Council
- Better by Design: York Housing delivery programme – City of York Council
- Castle Gateway masterplan and events – City of York Council
- Business Support / Investment Readiness programme – West Yorkshire Combined Authority (Year 1 and 2)
- Inclusive Growth in Leeds City Region - West Yorkshire Combined Authority (Year 1 and 2)

**Paid and Committed 2018/19**
Welcome to Yorkshire subscriptions
Screen Yorkshire
Leeds City Region Secretariat
Combined Authority Transport Fund
Tour de Yorkshire
Tour de Yorkshire (additional costs incurred by York)
Welcome to Yorkshire grant funding
Leeds Capital of Culture Bid
Contributions towards Economic Development
Great Exhibition of the North Satellite - Bradford
UCI 2019 Road World Cycling Championships - Harrogate
Maximising UNESCO City of Media Arts Designation - York
Leeds City Region Growth Services – Combined Authority
Raising Aspirations – Combined Authority

**5f ii) Support to Businesses – Overview of Total LCR Economic Services Grants Approved by District**

**Overview of Total LCR Economic Services Grants Approved by District**
Programme Start Date to June 2018
Source the Combined Authority O&S 14th September 2018 report
Item 8ii - Appendix 2 - Business grant award and outcomes

| District | SME Stock % | Number of Grants | Grant Number % | Value of Grants | Average Grant | Grant Value % | Jobs Contracted |
|---|---|---|---|---|---|---|---|
| Barnsley | 6% | 38 | 0.8% | £1,814,329.20 | £47,745.51 | 4.3% | 290 |
| **Bradford** | **14%** | **837** | **18.1%** | **£6,601,085.64** | **£7,886.60** | **15.8%** | **705** |
| Calderdale | 8% | 544 | 11.8% | £6,076,302.12 | £11,169.67 | 14.6% | 762 |
| Craven | 3% | 21 | 0.5% | £390,592.77 | £18,599.66 | 0.9% | 68 |
| Harrogate | 8% | 74 | 1.6% | £1,158,780.63 | £15,659.20 | 2.8% | 206 |
| Kirklees | 13% | 908 | 19.7% | £6,130,506.88 | £6,751.66 | 14.7% | 672 |
| Leeds | 27% | 1345 | 29.1% | £13,567,894.28 | £10,087.65 | 32.5% | 2073 |
| Selby | 3% | 12 | 0.3% | £281,147.23 | £23,428.94 | 0.7% | 49 |
| Wakefield | 9% | 574 | 12.4% | £4,665,681.52 | £8,128.37 | 11.2% | 2093 |
| York | 7% | 266 | 5.8% | £1,038,457.59 | £3,903.98 | 2.5% | 100 |
| TOTAL | 100% | 4619 | 100% | £41,724,777.86 | £9,033.29 | 100% | **7018** |

Business grant and support programmes delivered, or part funded, by the West Yorkshire Combined Authority

Business Growth Programme (Current iteration: 1 April 2015 – 31 March 2021) (Previous iteration: 1 January 2013 – 1 April 2015)

Apprenticeship Grants for Employers (AGE) (Current iteration: 1 August 2018 – 31 September 2019) (Previous iteration: 1 August 2015 – 31 July 2017)

Business Flood Recovery Fund (January 2016 – December 2016)

Ad:venture (1 July 2016 – 30 June 2019)

Digital Enterprise (1 September 2016 – 31 August 2019)

Resource Efficiency Fund (16 November 2016 – 31 October 2019)

Strategic Business Growth Programme (1 April 2017 – 31 December 2019)

Access Innovation (1 April 2017 – 31 December 2019)
Strategic Inward Investment Fund (7 July 2017 – 31 March 2021)

Digital Inward Investment Fund (January 2018 - 31 March 2021)

Economic Services Grants Approved - All Programmes, Start Date to June 2018
Total Grant Funding** £66,950,495.00
Total Target Jobs 9,721
Programme Start Date to June 2018
Actual Jobs 3,420
Number of Grants Offered - 4,619

** For the Resource Efficiency Fund, Access Innovation and Strategic Business Growth Programme this is the grant allocation only. For other programmes this includes the delivery costs.

The Leeds City Region Enterprise Partnership (LEP) is launching a business productivity pilot in September 2018 as part of the LEP and West Yorkshire Combined Authority's work to drive up productivity across Leeds City Region through private sector leadership. This has been identified by the Business, Innovation and Growth Panel as a priority for the City Region's emerging Local Inclusive Industrial Strategy.

To support firms in Leeds City Region to improve their productivity through capital investment grants, and to improve how they measure and report productivity gains. The pilot will award capital grants of between £25,000 and £100,000 to those businesses that best demonstrate how the investments will have a positive impact on their productivity. The recipients of the grants will not be required to create new jobs as a condition of the grant, but will need to maintain current employment levels. They will also be expected to clearly describe how they currently measure productivity and how it will improve following the investment project.

**Appendix 6 – Local Inclusive Industrial Strategy Background** - Autumn 2018

(As presented to LEP Green Economy Panel – October 2018)
https://westyorkshire.moderngov.co.uk/documents/s9295/item%207%20_Appendix%201%20DRAFT%20LIIS%20prospectus%20for%20discussion.pdf

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## Growth Deal financial dashboard

| Figures accurate up to: | September 2018 |
|---|---|

| 2018/19 Target | £102,021,595 | Actual | £25,237,483 |
|---|---|---|---|

| SEP Priority | Project Name | Indicative Funding | Full Funding Approval | Actual Spend 2015/16 | Actual Spend 2016/17 | Actual Spend 2017/18 | Agreed Annual Forecast 2018/19 | Actual Spend 2018/19 | Forecast Spend 2018/19 | Actual & Forecast Total Spend 2018/19 | 2019/20 Forecast | 2020/21 Forecast | Total to 2020/21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Growth Deal Programme Delivery Costs | | | £314,131 | £750,465 | £2,079,080 | £2,000,000 | £0 | £2,000,000 | £2,000,000 | £2,000,000 | £0 | £7,143,675 |
| | **Growth Deal Programme Delivery Costs Total** | **£0** | **£0** | **£314,131** | **£750,465** | **£2,079,080** | **£2,000,000** | **£0** | **£2,000,000** | **£2,000,000** | **£2,000,000** | **£0** | **£7,143,675** |
| Priority 1 - Growing Business | Access to Capital Grants Programme | £15,700,000 | £15,700,000 | £0 | £1,513,095 | £4,964,840 | £3,036,191 | £1,925,659 | £1,331,233 | £3,256,892 | £3,092,897 | £2,872,276 | £15,700,000 |
| | Business Expansion Fund - Digital Inward Investment Fund | £1,000,000 | £1,000,000 | £0 | £0 | £16,831 | £159,532 | £78 | £150,000 | £150,078 | £411,756 | £421,335 | £1,000,000 |
| | Business Expansion Fund - Strategic Inward Investment Fund | £12,450,000 | £12,450,000 | £0 | £0 | £758,457 | £944,876 | £2,341 | £777,191 | £779,532 | £5,360,260 | £5,551,752 | £12,450,000 |
| | Business Growth Programme | £27,000,000 | £27,000,000 | £6,660,742 | £8,327,992 | £3,913,816 | £2,537,861 | £498,451 | £1,622,400 | £2,120,851 | £2,773,801 | £3,202,799 | £27,000,000 |
| | Huddersfield Incubation and Innovation Programme | £2,922,000 | £2,922,000 | £0 | £0 | £2,922,000 | £0 | £0 | £0 | £0 | £0 | £0 | £2,922,000 |
| | Leeds University Innovation Centre | £3,000,000 | £3,000,000 | £0 | £2,416,585 | £583,415 | £0 | £0 | £0 | £0 | £0 | £0 | £3,000,000 |
| | **Priority 1 - Growing Business Total** | **£62,072,000** | **£62,072,000** | **£6,660,742** | **£12,257,672** | **£13,159,358** | **£6,678,460** | **£2,426,529** | **£3,880,824** | **£6,307,353** | **£11,638,714** | **£12,048,161** | **£62,072,000** |
| Priority 2 - Skilled People and Better Jobs | Bradford College | £250,000 | £250,000 | £0 | £250,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £250,000 |
| | Calderdale College | £4,977,000 | £4,977,000 | £2,000,000 | £2,977,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £4,977,000 |
| | Kirklees College, Dewsbury Learning Quarter | £11,121,218 | £15,121,218 | £0 | £3,367,457 | £6,429,128 | £0 | £0 | £0 | £0 | £657,524 | £667,110 | £11,121,218 |
| | Kirklees College, Process Manufacturing Centre | £3,100,996 | £3,100,996 | £3,000,996 | £100,001 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,100,997 |
| | Leeds City College, Printworks | £8,998,358 | £8,998,358 | £933,800 | £7,794,608 | £269,950 | £0 | £0 | £0 | £0 | £0 | £0 | £8,998,358 |
| | Leeds City College, Quarry Hill | £33,400,000 | £33,400,000 | £0 | £10,045,152 | £15,585,878 | £7,768,970 | £3,785,979 | £3,982,991 | £7,768,970 | £0 | £0 | £33,400,000 |
| | Leeds College of Building | £11,900,000 | £14,000,000 | £0 | £1,263,639 | £2,786,030 | £7,850,331 | £5,029,179 | £2,821,152 | £7,850,331 | £0 | £0 | £11,900,000 |
| | Selby College | £693,748 | £693,748 | £0 | £693,748 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £693,748 |
| | Shipley College, Mill | £119,000 | £119,000 | £119,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £119,000 |
| | Shipley College, Salt Building | £300,000 | £300,000 | £0 | £300,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £300,000 |
| | Wakefield College | £3,327,133 | £3,327,133 | £0 | £3,327,133 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,327,133 |
| | **Priority 2 - Skilled People and Better Jobs Total** | **£78,187,453** | **£84,287,453** | **£6,053,796** | **£30,118,737** | **£25,070,985** | **£15,619,301** | **£8,815,158** | **£6,804,143** | **£15,619,301** | **£657,524** | **£667,110** | **£78,187,454** |
| Priority 3 - Clean Energy and Economic Resilience | Energy Accelerator | £820,000 | £820,000 | £165,992 | £0 | £0 | £261,603 | £0 | £261,603 | £261,603 | £196,202 | £196,203 | £820,000 |
| | Leeds District Heat Network | £4,000,000 | £4,000,000 | £0 | £0 | £0 | £0 | £0 | £4,000,000 | £4,000,000 | £0 | £0 | £4,000,000 |
| | Resource Efficiency Fund | £720,000 | £720,000 | £0 | £0 | £293,355 | £322,742 | £229,432 | £93,310 | £322,742 | £103,903 | £0 | £720,000 |
| | Tackling Fuel Poverty | £6,000,000 | £6,000,000 | £0 | £781,414 | £2,857,882 | £1,597,800 | £520,277 | £1,077,523 | £1,597,800 | £762,903 | £0 | £6,000,000 |
| | **Priority 3 - Clean Energy and Economic Resilience Total** | **£11,540,000** | **£11,540,000** | **£165,992** | **£781,414** | **£3,151,237** | **£2,182,145** | **£749,709** | **£5,432,436** | **£6,182,145** | **£1,063,009** | **£196,203** | **£11,540,000** |
| Priority 4a - Housing and Regeneration | Barnsley Town Centre | £1,757,000 | £1,757,000 | £1,757,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,757,000 |
| | Bradford Odeon | £325,000 | £325,000 | £0 | £0 | £0 | £325,000 | £0 | £325,000 | £325,000 | £0 | £0 | £325,000 |
| | Bradford, One City Park | £5,200,000 | £5,200,000 | £400,000 | £0 | £0 | £0 | £0 | £0 | £0 | £500,000 | £4,300,000 | £5,200,000 |
| | Dewsbury Riverside | £4,600,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,773,000 | £2,747,000 | £4,520,000 |
| | East Leeds Housing Growth - Brownfield Sites | £1,100,000 | £1,100,000 | £0 | £1,100,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,100,000 |
| | East Leeds Housing Growth - Red Hall | £4,000,000 | £4,000,000 | £2,000,000 | £2,000,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £4,000,000 |
| | Halifax Town Centre (Northgate House) | £3,000,000 | £300,000 | £300,000 | £0 | £0 | £1,000,000 | £0 | £1,000,000 | £1,000,000 | £1,700,000 | £0 | £3,000,000 |
| | Halifax, Beech Hill | £2,197,000 | £1,400,000 | £0 | £0 | £0 | £619,179 | £0 | £619,179 | £619,179 | £1,577,821 | £0 | £2,197,000 |
| | Kirklees Housing Sites | £1,000,000 | £1,000,000 | £200,000 | £205,000 | £104,000 | £191,000 | £0 | £100,000 | £100,000 | £100,000 | £291,000 | £1,000,000 |
| | Kirklees, Forge Lane | £0 | £4,620,000 | £0 | £0 | £0 | £720,000 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Leeds, Bath Road | £575,000 | £575,000 | £575,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £575,000 |
| | New Bolton Woods | £3,600,000 | £3,600,000 | £0 | £0 | £3,000,000 | £0 | £0 | £600,000 | £600,000 | £0 | £0 | £3,600,000 |
| | Wakefield Civic Quarter | £1,100,000 | £1,100,000 | £0 | £0 | £1,054,488 | £5,000 | £1,199 | £0 | £1,199 | £5,050 | £0 | £1,060,737 |
| | York Central | £2,550,000 | £2,550,000 | £0 | £1,421,500 | £1,128,500 | £0 | £0 | £0 | £0 | £0 | £0 | £2,550,000 |
| | York Guildhall | £2,347,500 | £2,347,500 | £0 | £791,500 | £603,000 | £250,000 | £0 | £0 | £0 | £953,000 | £0 | £2,347,500 |
| | Priority 4a - Balance of Funding | | | £0 | £0 | £0 | £3,216,000 | £0 | £399,000 | £399,000 | £2,024,000 | £873,135 | £3,296,135 |
| | **Priority 4a - Housing and Regeneration Total** | **£33,351,500** | **£29,874,500** | **£5,232,000** | **£5,518,000** | **£5,889,988** | **£6,326,179** | **£1,199** | **£3,043,179** | **£3,044,378** | **£8,632,870** | **£8,211,135** | **£36,528,372** |
| | A6110 Leeds Outer Ring Road | £17,800,000 | £268,000 | £0 | £0 | £4,271 | £99,000 | £9 | £98,991 | £99,000 | £0 | £17,696,729 | £17,800,000 |
| | A62 and A644 Corridors Incorporating Cooper Bridge | £69,270,000 | £750,000 | £110,000 | £15,000 | £31,735 | £600,000 | £117,226 | £189,192 | £306,418 | £5,600,000 | £18,000,000 | £24,063,153 |
| | A62 and A644 Corridors Incorporating Cooper Bridge (Combined Authority) | £0 | £0 | -£110,000 | -£15,000 | £500,000 | £0 | £0 | £0 | £0 | £0 | £0 | £375,000 |
| | A629 (Phase 1A) - Jubilee Road to Free School Lane | £8,354,954 | £8,354,954 | £163,469 | £1,442,043 | £4,267,252 | £1,492,010 | £1,217,664 | £837,991 | £2,055,655 | £0 | £0 | £7,928,419 |
| | A629 (Phase 1A) - Jubilee Road to Free School Lane (Combined Authority) | £0 | £0 | £0 | £0 | £256,000 | £0 | £0 | £0 | £0 | £0 | £0 | £256,000 |
| | A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road | £18,900,000 | £5,670,394 | £0 | £215,969 | £609,740 | £1,643,233 | £892,435 | £841,630 | £1,734,065 | £2,000,000 | £10,000,000 | £14,559,774 |
| | A629 (Phase 2) - Eastern Gateway and Station Access Improvements | £40,930,000 | £2,615,000 | £0 | £334,553 | £1,208,078 | £1,541,388 | £472,039 | £1,145,894 | £1,617,933 | £3,500,000 | £16,040,436 | £22,701,000 |
| | A629 (Phase 2) - Eastern Gateway and Station Access Improvements (Combined Authority) | £0 | £0 | £0 | £0 | £24,136 | £0 | £4,000 | £0 | £4,000 | £0 | £0 | £28,136 |
| | A629 (Phase 4) - Ainley Top | £30,000,000 | £645,000 | £0 | £51,736 | £62,724 | £388,839 | £193,494 | £204,646 | £398,140 | £500,000 | £750,000 | £1,762,600 |
| | A629 (Phase 5) - Ainley Top into Huddersfield | £12,090,000 | £4,418,000 | £52,000 | £48,000 | £250,762 | £800,000 | £562,312 | £730,925 | £1,293,237 | £3,167,093 | £5,372,349 | £10,183,441 |
| | A629 (Phase 5) - Ainley Top into Huddersfield (Combined Authority) | £0 | £0 | £0 | £0 | £2,605 | £0 | £0 | £0 | £0 | £0 | £0 | £2,605 |
| | A641 Bradford - Huddersfield Corridor | £52,400,000 | £730,000 | £0 | £60,829 | £68,572 | £322,813 | £44,781 | £251,618 | £296,399 | £450,000 | £500,000 | £1,375,800 |
| | A65 - Leeds Bradford International Airport Link Road | £35,700,000 | £1,785,000 | £8,688 | £266,812 | £365,849 | £667,000 | £155,184 | £244,816 | £400,000 | £1,330,477 | £950,000 | £3,321,826 |
| | A650 Hard Ings Road (Phase 1) - Hard Ings Road Only | £10,250,000 | £1,142,000 | £124,000 | £304,308 | £437,533 | £1,937,343 | £140,582 | £2,580,184 | £2,720,766 | £4,440,256 | £1,949,362 | £9,976,225 |
| | A650 Hard Ings Road (Phase 1) - Hard Ings Road Only (Combined Authority) | £0 | £0 | -£124,000 | -£304,308 | £568,308 | £0 | £0 | £0 | £0 | £0 | £0 | £140,000 |
| | A650 Tong Street | £12,500,000 | £185,000 | £0 | £40,620 | £83,783 | £388,365 | £27,505 | £51,134 | £78,639 | £616,064 | £1,020,461 | £1,839,567 |
| | A653 Leeds to Dewsbury Corridor | £12,510,000 | £210,000 | £0 | £59,261 | £30,614 | £140,000 | £22,624 | £51,999 | £74,623 | £1,000,000 | £10,500,000 | £11,664,498 |
| | A653 Leeds to Dewsbury Corridor (Combined Authority) | £0 | £0 | £0 | £0 | £9,588 | £0 | £12,908 | £0 | £12,908 | £0 | £0 | £22,496 |
| | Aire Valley, Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride | £9,597,000 | £9,597,000 | £236,672 | £5,950,650 | £1,980,169 | £175,000 | £49,970 | £100,030 | £150,000 | £25,000 | £0 | £8,342,491 |
| | Aire Valley, Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride (Combined Authority) | £0 | £0 | -£40,492 | £0 | £644,065 | £0 | £0 | £0 | £0 | £0 | £0 | £603,573 |
| | Bradford Forster Square Station Gateway | £17,311,000 | £3,671,314 | £0 | £125,484 | £98,022 | £830,360 | £14,705 | £443,920 | £458,625 | £800,000 | £15,713,869 | £17,196,000 |
| | Bradford Forster Square Station Gateway (Combined Authority) | £0 | £0 | £0 | £0 | £25,019 | £0 | £0 | £0 | £0 | £0 | £0 | £25,019 |
| | Bradford Interchange Station Gateway (Phase 1) | £5,650,000 | £180,000 | £25,000 | £20,838 | £117,558 | £124,360 | £16,604 | £102,431 | £119,035 | £200,000 | £309,965 | £792,396 |
| | Bradford Interchange Station Gateway (Phase 2) | £512,000 | £512,000 | £0 | £0 | £6,279 | £360,210 | £7,431 | £338,852 | £346,283 | £159,438 | £0 | £512,000 |
| | Bradford to Shipley Corridor | £47,900,000 | £1,597,000 | £30,000 | £5,011 | £524,541 | £653,285 | £276,646 | £456,607 | £733,253 | £800,000 | £575,448 | £2,668,253 |
| | Calder Valley Line - Elland Station | £284,748 | £284,748 | £0 | £0 | £42,332 | £283,830 | £24,247 | £114,750 | £138,997 | £103,419 | £0 | £284,748 |
| | Calder Valley Line - Elland Station (Combined Authority) | £0 | £0 | £0 | £0 | £121,105 | £0 | £38,739 | £333,628 | £372,367 | £0 | £0 | £493,472 |
| | Castleford Growth Corridor Scheme | £22,800,000 | £200,000 | £67,000 | £73,917 | £18,203 | £1,630,880 | £0 | £25,000 | £25,000 | £5,867,879 | £10,191,000 | £16,242,999 |
| | Castleford Station Gateway | £4,511,000 | £338,000 | £0 | £20,329 | £20,598 | £1,751,083 | £2,195 | £292,632 | £294,827 | £4,175,246 | £0 | £4,511,000 |
| | Corridor Improvement Programme - Bradford, A6177 Great Horton Road - Cross Lane (12) | £2,500,000 | £180,000 | £0 | £0 | £63,019 | £169,640 | £81,562 | £200,987 | £282,549 | £2,134,432 | £0 | £2,480,000 |
| | Corridor Improvement Programme - Bradford, A6177 Great Horton Road - Cross Lane (12) (Combined Authority) | £0 | £0 | £0 | £0 | £4,884 | £0 | £64,721 | £0 | £64,721 | £0 | £0 | £69,605 |
| | Corridor Improvement Programme - Bradford, A6177 Great Horton Road - Horton Grange Road (15) | £3,150,000 | £180,000 | £0 | £0 | £29,472 | £169,640 | £26,679 | £227,131 | £253,810 | £180,000 | £2,666,718 | £3,130,000 |
| | Corridor Improvement Programme - Bradford, A6177 Thornton Road - Toller Lane (10) | £8,500,000 | £225,000 | £0 | £0 | £85,375 | £185,690 | £24,808 | £246,075 | £270,883 | £6,817,000 | £1,296,742 | £8,470,000 |

| SEP Priority | Project Name | Indicative Funding | Full Funding Approval | Actual Spend 2015/16 | Actual Spend 2016/17 | Actual Spend 2017/18 | Agreed Annual Forecast 2018/19 | Actual Spend 2018/19 | Forecast Spend 2018/19 | Actual & Forecast Total Spend 2018/19 | 2019/20 Forecast | 2020/21 Forecast | Total to 2020/21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Priority 4b - West Yorkshire + Transport Fund | Corridor Improvement Programme - Bradford, A6177 Thornton Road - Toller Lane (10) (Combined Authority) | £0 | £0 | £0 | £0 | £0 | £0 | £37,196 | £0 | £37,196 | £0 | £0 | £37,196 |
| | Corridor Improvement Programme - Calderdale, A58 - A672 Corridor | £6,024,000 | £941,665 | £0 | £0 | £90,865 | £99,501 | £33,450 | £313,685 | £347,135 | £1,553,000 | £4,033,000 | £6,024,000 |
| | Corridor Improvement Programme - Calderdale, A58 - A672 Corridor (Combined Authority) | £0 | £0 | £0 | £0 | £7,227 | £0 | £0 | £0 | £0 | £0 | £0 | £7,227 |
| | Corridor Improvement Programme - Calderdale, A646 - A6033 Corridor | £5,092,000 | £789,581 | £0 | £0 | £76,325 | £84,555 | £29,960 | £266,215 | £296,175 | £2,409,500 | £2,310,000 | £5,092,000 |
| | Corridor Improvement Programme - Calderdale, A646 - A6033 Corridor (Combined Authority) | £0 | £0 | £0 | £0 | £7,227 | £0 | £0 | £0 | £0 | £0 | £0 | £7,227 |
| | Corridor Improvement Programme - Kirklees, A62 Smart Corridor | £7,906,000 | £250,000 | £0 | £0 | £125,232 | £430,000 | £110,365 | £156,280 | £266,645 | £7,514,123 | £0 | £7,906,000 |
| | Corridor Improvement Programme - Kirklees, A62 Smart Corridor (Combined Authority) | £0 | £0 | £0 | £0 | £6,232 | £0 | £0 | £0 | £0 | £0 | £0 | £6,232 |
| | Corridor Improvement Programme - Kirklees, Holmfirth Town Centre | £4,900,000 | £250,000 | £0 | £0 | £99,358 | £161,500 | £21,133 | £212,500 | £233,633 | £718,000 | £3,849,009 | £4,900,000 |
| | Corridor Improvement Programme - Kirklees, Huddersfield Southern Gateways | £8,200,000 | £300,000 | £0 | £0 | £167,206 | £225,000 | £37,223 | £115,000 | £152,223 | £1,192,000 | £5,700,000 | £7,211,429 |
| | Corridor Improvement Programme - Leeds, Dawsons Corner | £15,000,000 | £1,008,000 | £0 | £0 | £243,698 | £710,000 | £236,524 | £163,476 | £400,000 | £6,598,302 | £5,876,000 | £13,118,000 |
| | Corridor Improvement Programme - Leeds, Dyneley Arms | £8,000,000 | £402,000 | £0 | £0 | £127,438 | £550,000 | £109,869 | £140,131 | £250,000 | £1,525,400 | £6,000,000 | £7,902,838 |
| | Corridor Improvement Programme - Leeds, Fink Hill | £950,000 | £115,000 | £0 | £0 | £105,529 | £215,000 | £9,471 | £90,529 | £100,000 | £744,471 | £0 | £950,000 |
| | Corridor Improvement Programme - Wakefield, A650 Newton Bar | £4,230,000 | £75,000 | £0 | £0 | £39,259 | £161,160 | £28,935 | £123,846 | £152,780 | £2,331,600 | £1,702,361 | £4,226,000 |
| | Corridor Improvement Programme - Wakefield, A650 Newton Bar (Combined Authority) | £0 | £0 | £0 | £0 | £0 | £0 | £15,973 | £0 | £15,973 | £0 | £0 | £15,973 |
| | Corridor Improvement Programme - Wakefield, Owl Lane | £2,561,000 | £75,000 | £0 | £0 | £5,516 | £173,120 | £16,756 | £52,728 | £69,484 | £135,620 | £1,920,557 | £2,131,177 |
| | Corridor Improvement Programme (Phase 1) | £0 | £408,000 | £0 | £0 | £8,200 | £100,000 | £0 | £100,000 | £100,000 | £100,000 | £316,000 | £524,200 |
| | Glasshoughton Southern Link Road | £6,388,000 | £733,000 | £80,000 | £0 | £441,104 | £505,000 | £126,025 | £251,100 | £377,126 | £4,652,618 | £1,769,116 | £7,319,963 |
| | Halifax Station Gateway | £10,600,000 | £1,108,000 | £156,738 | £44,171 | £63,055 | £470,784 | £185,346 | £268,892 | £454,238 | £500,000 | £750,000 | £1,968,202 |
| | Harrogate Road - New Line (Combined Authority) | £0 | £0 | -£52,000 | £0 | £221,717 | £0 | £0 | £0 | £0 | £0 | £0 | £169,717 |
| | Harrogate Road - New Line | £6,765,000 | £1,885,000 | £146,399 | £15,601 | £991,436 | £412,440 | £432,283 | £65,499 | £497,782 | £2,439,000 | £2,489,732 | £6,579,950 |
| | Huddersfield Station Gateway | £5,000,000 | £165,000 | £0 | £22,385 | £0 | £100,000 | £2,937 | £105,000 | £107,937 | £700,000 | £4,322,308 | £5,152,630 |
| | Huddersfield Station Gateway (Combined Authority) | £0 | £0 | £27,615 | £0 | £2,630 | £0 | £0 | £0 | £0 | £0 | £0 | £30,245 |
| | Leeds City Centre Network and Interchange Package | £66,800,000 | £3,774,000 | £31,337 | £278,000 | £468,289 | £643,000 | £244,603 | £355,397 | £600,000 | £1,396,258 | £6,492,964 | £9,266,848 |
| | Leeds ELOR and North Leeds Outer Ring Road | £82,980,000 | £25,856,000 | £929,199 | £1,554,106 | £8,297,375 | £5,700,000 | £2,932,524 | £3,465,326 | £6,397,850 | £20,000,000 | £31,103,710 | £68,282,240 |
| | Leeds ELOR and North Leeds Outer Ring Road (Combined Authority) | £0 | £0 | -£140,000 | £0 | £1,169,320 | £0 | £0 | £0 | £0 | £0 | £0 | £1,029,320 |
| | Leeds Station Gateway - Leeds Integrated Station Masterplan | £400,000 | £400,000 | £0 | £54,468 | £117,583 | £203,860 | £0 | £200,000 | £200,000 | £27,949 | £0 | £400,000 |
| | Leeds Station Gateway - New Station Street | £2,120,000 | £729,000 | £0 | £41,036 | £103,144 | £1,446,820 | £0 | £581,222 | £581,222 | £1,394,598 | £0 | £2,120,000 |
| | M62 Junction 24A | £18,510,000 | £70,000 | £0 | £12,976 | £31,370 | £15,500 | £0 | £15,500 | £15,500 | £0 | £0 | £59,846 |
| | Rail Parking Package - Apperley Bridge | £1,200,000 | £113,100 | £0 | £0 | £0 | £113,000 | £0 | £40,000 | £40,000 | £423,100 | £736,900 | £1,200,000 |
| | Rail Parking Package - Ben Rhydding | £2,100,537 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Rail Parking Package - Fitzwilliam | £701,204 | £701,204 | £0 | £28,210 | £416,863 | £108,461 | £47,425 | £0 | £47,425 | £208,706 | £0 | £701,204 |
| | Rail Parking Package - Fitzwilliam (Combined Authority) | £0 | £0 | £0 | -£12,672 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | -£12,672 |
| | Rail Parking Package - Garforth | £825,000 | £45,000 | £0 | £0 | £0 | £440,000 | £0 | £45,000 | £45,000 | £780,000 | £0 | £825,000 |
| | Rail Parking Package - Guiseley | £7,000,000 | £143,000 | £0 | £0 | £0 | £143,000 | £0 | £20,000 | £20,000 | £623,000 | £6,357,000 | £7,000,000 |
| | Rail Parking Package - Hebden Bridge | £754,445 | £754,445 | £0 | £0 | £14,000 | £631,000 | £0 | £214,000 | £214,000 | £526,445 | £0 | £754,445 |
| | Rail Parking Package - Knottingley | £0 | £0 | £0 | £0 | £0 | £1,474,000 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Rail Parking Package - Mirfield A | £308,863 | £308,863 | £0 | £0 | £0 | £298,863 | £170,000 | £138,863 | £308,863 | £0 | £0 | £308,863 |
| | Rail Parking Package - Mirfield B | £1,300,000 | £0 | £0 | £0 | £0 | £100,000 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Rail Parking Package - Moorthorpe | £1,100,000 | £110,500 | £0 | £0 | £0 | £110,500 | £0 | £110,500 | £110,500 | £989,500 | £0 | £1,100,000 |
| | Rail Parking Package - Morley | £2,600,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 |
| | Rail Parking Package - Mytholmroyd | £3,640,000 | £0 | £0 | £0 | £0 | £1,040,000 | £0 | £50,000 | £50,000 | £3,590,000 | £0 | £3,640,000 |
| | Rail Parking Package - Normanton | £1,440,000 | £0 | £0 | £0 | £0 | £340,000 | £0 | £0 | £0 | £0 | £1,440,000 | £1,440,000 |
| | Rail Parking Package - Outwood | £1,100,000 | £110,500 | £0 | £0 | £0 | £110,500 | £8,895 | £10,000 | £18,895 | £391,605 | £689,500 | £1,100,000 |
| | Rail Parking Package - Shipley | £2,550,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,550,000 | £2,550,000 |
| | Rail Parking Package - South Elmsall | £670,000 | £670,000 | £0 | £120,000 | £484,604 | £5,000 | £0 | £25,396 | £25,396 | £0 | £0 | £630,000 |
| | Rail Parking Package - Steeton and Silsden | £2,530,000 | £897,000 | £0 | £0 | £0 | £0 | £0 | £100,000 | £100,000 | £2,430,000 | £0 | £2,530,000 |
| | Rail Parking Package (Phase 1) | £0 | £1,161,306 | £108,336 | £409,181 | £395,796 | £160,000 | £26,240 | £162,846 | £189,085 | £0 | £0 | £1,102,398 |
| | Rail Parking Package (Phase 2) | £0 | £138,000 | £0 | £137,997 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £137,997 |
| | South East Bradford Access Road | £46,310,000 | £91,000 | £0 | £0 | £25,259 | £623,640 | £30,350 | £233,298 | £263,648 | £1,665,000 | £1,000,000 | £2,953,907 |
| | South East Bradford Access Road (Combined Authority) | £0 | £0 | £0 | £0 | £30,782 | £0 | £21,841 | £0 | £21,841 | £0 | £0 | £52,623 |
| | Thorpe Park Station | £10,060,000 | £500,000 | £0 | £3,382 | £184,675 | £156,998 | £99,105 | £38,614 | £137,719 | £174,224 | £5,000,000 | £5,500,000 |
| | Transformational - LCR Inclusive Growth Corridor Plans | £7,000,000 | £2,395,000 | £0 | £0 | £0 | £0 | £174,017 | £0 | £174,017 | £0 | £0 | £174,017 |
| | Transformational - NE Calderdale Transformational Programme Study | £400,000 | £400,000 | £0 | £0 | £0 | £0 | £60,464 | £145,000 | £205,464 | £194,536 | £0 | £400,000 |
| | Transformational - North Kirklees Orbital Route Feasibility Study | £248,000 | £248,000 | £0 | £0 | £0 | £223,000 | £39,647 | £162,853 | £202,500 | £45,500 | £0 | £248,000 |
| | Transformational - North Kirklees Orbital Route Feasibility Study (Combined Authority) | £250,000 | £248,000 | £0 | £0 | £9,588 | £0 | £0 | £0 | £0 | £0 | £0 | £9,588 |
| | Transformational - South Featherstone Link Road Feasibility Study | £284,000 | £284,000 | £0 | £0 | £40,689 | £165,380 | £30,763 | £212,548 | £243,311 | £0 | £0 | £284,000 |
| | Transformational - South Featherstone Link Road Feasibility Study (Combined Authority) | £0 | £0 | £0 | £0 | £31,781 | £0 | £0 | £52,985 | £52,985 | £0 | £0 | £84,766 |
| | Transformational - York Northern Outer Ring Road Dualling Feasibility Study | £295,000 | £295,000 | £0 | £0 | £10,000 | £285,000 | £54,783 | £230,217 | £285,000 | £0 | £0 | £295,000 |
| | Wakefield City Centre Package (Phase 1) - Kirkgate | £5,556,000 | £5,556,000 | £0 | £76,972 | £3,746,336 | £1,282,000 | £1,544,569 | £188,123 | £1,732,692 | £0 | £0 | £5,556,000 |
| | Wakefield City Centre Package (Phase 1) - Kirkgate (Combined Authority) | £0 | £0 | -£16,000 | £0 | £42,000 | £0 | £0 | £0 | £0 | £0 | £0 | £26,000 |
| | Wakefield City Centre Package (Phase 2) - Ings Road | £3,452,000 | £270,000 | £0 | £0 | £27,437 | £277,000 | £9,026 | £45,150 | £54,176 | £287,000 | £2,443,567 | £2,812,181 |
| | Wakefield City Centre Package (Phase 2) - Ings Road (Combined Authority) | £0 | £0 | £0 | £0 | £2,942 | £0 | £0 | £0 | £0 | £0 | £0 | £2,942 |
| | Wakefield Eastern Relief Road | £37,593,000 | £37,593,000 | £15,284,765 | £14,435,236 | £3,239,685 | £538,960 | £517,302 | £0 | £517,302 | £1,817,012 | £0 | £35,294,000 |
| | Wakefield Eastern Relief Road (Combined Authority) | £0 | £0 | £0 | £0 | £2,299,000 | £0 | £0 | £0 | £0 | £0 | £0 | £2,299,000 |
| | West Yorkshire Integrated UTMC | £7,490,000 | £450,000 | £0 | £29,011 | £78,817 | £1,460,000 | £81,224 | £400,000 | £481,224 | £3,900,000 | £2,900,000 | £7,389,052 |
| | West Yorkshire Integrated UTMC (Combined Authority) | £0 | £0 | £0 | -£19,970 | £70,231 | £0 | £2,884 | £0 | £2,884 | £0 | £0 | £53,145 |
| | York Central Access Road and Station Access Improvements | £37,320,000 | £2,100,000 | £0 | £0 | £413,137 | £1,524,000 | £768,612 | £1,220,376 | £1,988,988 | £15,740,000 | £17,016,812 | £35,158,937 |
| | York Northern Outer Ring Road | £2,450,000 | £2,450,000 | £0 | £0 | £824,892 | £4,232,000 | £456,097 | £819,680 | £1,275,777 | £227,556 | £66,867 | £2,395,092 |
| | York Northern Outer Ring Road - Phase 1 (Wetherby Road) | £3,599,264 | £3,599,264 | £0 | £0 | £3,000,000 | £0 | £0 | £553,764 | £553,764 | £45,500 | £0 | £3,599,264 |
| | York Northern Outer Ring Road - Phase 2 (Monks Cross) | £3,018,000 | £0 | £0 | £0 | £0 | £0 | £0 | £1,175,058 | £1,175,058 | £1,842,942 | £0 | £3,018,000 |
| | York Northern Outer Ring Road - Phase 3 | £29,212,736 | £0 | £0 | £0 | £0 | £0 | £0 | £36,360 | £36,360 | £7,064,769 | £12,410,788 | £19,511,917 |
| | West Yorkshire Plus Transport Fund Delivery | | | £1,654,577 | £1,652,280 | -£870,902 | £0 | £0 | £1,377,675 | £1,377,675 | £0 | £0 | £3,813,630 |
| | Priority 4b - Balance of Funding | | | £0 | £0 | £0 | £18,488,073 | £0 | £13,449,875 | £13,449,875 | £0 | £0 | £13,449,875 |
| | Borrowing | | | £0 | £0 | £0 | | £0 | £0 | £0 | £61,464,434 | £184,888,134 | £246,352,568 |
| **Priority 4b - West Yorkshire + Transport Fund Total** | | **£930,204,751** | **£144,981,838** | **£19,656,322** | **£27,532,490** | **£40,862,891** | **£61,197,162** | **£13,244,888** | **£38,411,570** | **£51,656,457** | **£81,300,703** | **£59,891,136** | **£280,900,000** |
| Priority 4c - Economic Resilience Programme | Flood Alleviation - Leeds | £3,786,981 | £3,786,981 | £0 | £3,786,981 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,786,981 |
| | Flood Alleviation - Mytholmroyd | £2,500,000 | £2,500,000 | £0 | £2,500,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,500,000 |
| | Flood Alleviation - Skipton | £1,500,000 | £1,500,000 | £0 | £1,500,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,500,000 |
| | Natural Flood Alleviation - Colne and Calder | £1,300,000 | £45,000 | £0 | £0 | £0 | £336,000 | £0 | £153,335 | £153,335 | £651,126 | £495,539 | £1,300,000 |
| | Natural Flood Alleviation - Upper Aire | £400,000 | £400,000 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £400,000 | £0 | £400,000 |

| SEP Priority | Project Name | Indicative Funding | Full Funding Approval | Actual Spend 2015/16 | Actual Spend 2016/17 | Actual Spend 2017/18 | Agreed Annual Forecast 2018/19 | Actual Spend 2018/19 | Forecast Spend 2018/19 | Actual & Forecast Total Spend 2018/19 | 2019/20 Forecast | 2020/21 Forecast | Total to 2020/21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Natural Flood Alleviation - Wyke Beck | £2,600,000 | £975,000 | £0 | £0 | £317,652 | £2,282,348 | £0 | £1,821,905 | £1,821,905 | £460,443 | £0 | £2,600,000 |
| | Priority 4c - Balance of Funding | | | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,949,019 | £4,942,498 | £7,891,518 |
| **Priority 4c - Economic Resilience Programme Total** | | **£12,086,981** | **£9,206,981** | **£0** | **£7,786,981** | **£317,652** | **£2,618,348** | **£0** | **£1,975,240** | **£1,975,240** | **£4,460,589** | **£5,438,037** | **£19,978,499** |
| **Priority 4d - Enterprise Zone Development** | Aire Valley Enterprise Zone | £4,400,000 | £0 | £0 | £0 | £0 | £4,400,000 | £0 | £4,400,000 | £4,400,000 | £0 | £0 | £4,400,000 |
| | M62 Enterprise Zone | £15,600,000 | £1,818,000 | £0 | £0 | £0 | £1,000,000 | £0 | £300,000 | £300,000 | £4,700,000 | £10,600,000 | £15,600,000 |
| **Priority 4d - Enterprise Zone Development Total** | | **£20,000,000** | **£1,818,000** | **£0** | **£0** | **£0** | **£5,400,000** | **£0** | **£4,700,000** | **£4,700,000** | **£4,700,000** | **£10,600,000** | **£20,000,000** |
| **Grand Total** | | **£1,147,442,685** | **£343,780,772** | **£38,082,983** | **£84,745,759** | **£90,531,192** | **£102,021,595** | **£25,237,483** | **£66,247,392** | **£91,484,875** | **£114,453,408** | **£97,051,783** | **£516,350,000** |

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# Growth Deal dashboard

| Figures accurate up to: | June 2018 |
|---|---|

| 2018/19 Target | £102,021,595 | Actual | £10,998,406 |
|---|---|---|---|

| Project name | District | Project responsibility: Senior Responsible Officer | Approved budget | Overall RAG rating | Previous years spend: 2015/16 | 2016/17 | 2017/18 | In-year spend and RAG rating (2018/19): Agreed Annual Forecast | Actual spend to date (June 2018) | Forecast spend (Jul 18 to Mar 19) | Total of actual and forecast | RAG rating | Future forecast spend: 2019/20 | 2020/21 | TOTAL spend (actual + forecast) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Business Growth Programme | City Region | Sue Cooke | £27,000,000 | GREEN | £6,660,742 | £8,327,992 | £3,913,816 | £2,537,861 | £232,500 | £2,317,350 | £2,549,850 | GREEN | £2,773,801 | £2,773,800 | £27,000,000 |
| Access to Capital Grants Programme | City Region | Sue Cooke | £15,700,000 | GREEN | £0 | £1,513,095 | £4,964,840 | £3,036,191 | £1,039,342 | £1,996,849 | £3,036,191 | GREEN | £3,092,897 | £3,092,977 | £15,700,000 |
| Huddersfield Incubation & Innovation Programme | Kirklees | Liz Townes-Andrews | £2,922,000 | GREEN | £0 | £0 | £2,922,000 | £0 | £0 | £0 | £0 | GREEN | £0 | £0 | £2,922,000 |
| Leeds University Innovation Centre | Leeds | Ceri Williams | £3,000,000 | GREEN | £0 | £2,416,585 | £583,415 | £0 | £0 | £0 | £0 | GREEN | £0 | £0 | £3,000,000 |
| Business Expansion Fund - Strategic Inward Investment Fund | City Region | Sue Cooke | £12,450,000 | AMBER | £0 | £0 | £758,457 | £944,876 | £2,341 | £944,876 | £947,217 | AMBER | £5,360,260 | £5,384,067 | £12,450,000 |
| Business Expansion Fund - Digital Inward Investment Fund | City Region | Sue Cooke | £1,000,000 | AMBER | £0 | £0 | £16,831 | £159,532 | £0 | £159,532 | £159,532 | AMBER | £411,756 | £411,881 | £1,000,000 |
| **Priority 1: Growing Business** | | | £62,072,000 | | £6,660,742 | £12,257,672 | £13,159,358 | £6,678,460 | £1,274,183 | £5,418,607 | £6,692,790 | | £11,638,714 | £11,662,724 | £62,072,000 |
| Shipley College Mill | Bradford | Nav Chohan | £119,000 | GREEN | £119,000 | £0 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £119,000 |
| Leeds City College Printworks | Leeds | Jane Pither / Lydia Devenny | £8,998,358 | GREEN | £933,800 | £7,794,608 | £269,950 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £8,998,358 |
| Calderdale College | Calderdale | Denise Cheng Carter | £4,977,000 | GREEN | £2,000,000 | £2,977,000 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £4,977,000 |
| Kirklees College | Kirklees | Ian Webster | £3,100,996 | GREEN | £3,000,996 | £100,001 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £3,100,997 |
| Wakefield College | Wakefield | John Foster | £3,327,000 | GREEN | £0 | £3,327,133 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £3,327,133 |
| Selby College | Selby | Liz Ridley | £693,748 | GREEN | £0 | £693,748 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £693,748 |
| Shipley College Salt Building | Bradford | Nav Chohan | £300,000 | GREEN | £0 | £300,000 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £300,000 |
| Bradford College | Bradford | Andy Welsh | £250,000 | GREEN | £0 | £250,000 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £250,000 |
| Leeds College of Building | Leeds | Ian Billyard | £14,000,000 | GREEN | £0 | £1,263,639 | £2,786,030 | £7,850,331 | £1,862,757 | £5,987,574 | £7,850,331 | AMBER | £0 | £0 | £11,900,000 |
| Leeds City College Quarry Hill | Leeds | Jane Pither / Lydia Devenny | £33,400,000 | AMBER | £0 | £10,045,152 | £15,585,878 | £7,768,970 | £3,785,979 | £3,982,991 | £7,768,970 | AMBER | £0 | £0 | £33,400,000 |
| Dewsbury Learning Quarter | Kirklees | Ian Webster | £15,121,218 | RED | £0 | £3,367,457 | £6,429,128 | £0 | £0 | £0 | £0 | AMBER | £657,524 | £667,110 | £11,121,218 |
| **Priority 2: Skilled People, Better Jobs** | | | £84,287,320 | | £6,053,796 | £30,118,737 | £25,070,985 | £15,619,301 | £5,648,736 | £9,970,565 | £15,619,301 | | £657,524 | £667,110 | £78,187,454 |
| Resource Efficiency Fund | City Region | Sue Cooke | £720,000 | GREEN | £0 | £0 | £293,355 | £322,742 | £170,983 | £151,759 | £322,742 | GREEN | £103,903 | £0 | £720,000 |
| Energy Accelerator | City Region | Jacqui Warren | £820,000 | AMBER RED | £165,992 | £0 | £0 | £261,603 | £0 | £261,603 | £261,603 | AMBER | £196,202 | £196,203 | £820,000 |
| Leeds District Heat Network | Leeds | Neil Evans | £4,000,000 | GREEN | £0 | £0 | £0 | £0 | £0 | £0 | £0 | GREEN | £4,000,000 | £0 | £4,000,000 |
| Tackling Fuel Poverty | City Region | Liz Courtney | £6,000,000 | AMBER GREEN | £0 | £781,414 | £2,857,882 | £1,597,800 | £211,504 | £1,386,296 | £1,597,800 | GREEN | £762,903 | £0 | £6,000,000 |
| **Priority 3: Clean Energy and Economic Resilience** | | | £11,540,000 | | £165,992 | £781,414 | £3,151,237 | £2,182,145 | £382,487 | £1,799,658 | £2,182,145 | | £5,063,009 | £196,203 | £11,540,000 |
| East Leeds Housing Growth - Red Hall | Leeds | Martin Farrington | £4,000,000 | GREEN | £2,000,000 | £2,000,000 | £0 | £0 | £0 | £0 | £0 | N/A | £0 | £0 | £4,000,000 |
| East Leeds Housing Growth – Brownfield Sites | Leeds | Martin Farrington | £1,100,000 | AMBER GREEN | £0 | £1,100,000 | £0 | £0 | £0 | £0 | £0 | N/A | £0 | £0 | £1,100,000 |
| One, City Park, Bradford | Bradford | Steve Hartley | £5,200,000 | AMBER | £400,000 | £0 | £0 | £0 | £0 | £0 | £0 | N/A | £500,000 | £4,300,000 | £5,200,000 |
| Barnsley Town Centre | Barnsley | David Shepherd | £1,757,000 | GREEN | £1,757,000 | £0 | £0 | £0 | £0 | £0 | £0 | N/A | £0 | £0 | £1,757,000 |
| Kirklees Housing sites | Kirklees | Naz Parker | £1,000,000 | AMBER GREEN | £200,000 | £205,000 | £104,000 | £191,000 | £0 | £191,000 | £191,000 | GREEN | £300,000 | £0 | £1,000,000 |
| Bath Road, Leeds | Leeds | Martin Farrington | £575,000 | AMBER GREEN | £575,000 | £0 | £0 | £0 | £0 | £0 | £0 | N/A | £0 | £0 | £575,000 |
| Bradford Odeon | Bradford | Steve Hartley | £325,000 | AMBER GREEN | £0 | £0 | £0 | £325,000 | £0 | £325,000 | £325,000 | AMBER GREEN | £0 | £0 | £325,000 |
| Forge Lane, Kirklees | Kirklees | Paul Kemp | £4,620,000 | AMBER RED | £0 | £0 | £0 | £720,000 | £0 | £0 | £0 | AMBER | £0 | £0 | £0 |
| York Central | York | Neil Ferris | £2,550,000 | AMBER GREEN | £0 | £1,421,500 | £1,128,500 | £0 | £0 | £0 | £0 | GREEN | £0 | £0 | £2,550,000 |
| Wakefield Civic Quarter | Wakefield | Andy Wallhead | £1,100,000 | GREEN | £0 | £0 | £1,055,737 | £5,000 | £0 | £5,000 | £5,000 | GREEN | £0 | £0 | £1,060,737 |
| York Guildhall | York | Neil Ferris | £2,347,500 | AMBER RED | £0 | £791,500 | £603,000 | £250,000 | £0 | £0 | £0 | RED | £953,000 | £0 | £2,347,500 |
| New Bolton Woods | Bradford | Shelagh O'Neill | £3,600,000 | GREEN | £0 | £0 | £3,000,000 | £0 | £0 | £0 | £0 | GREEN | £600,000 | £0 | £3,600,000 |
| Beech Hill, Halifax | Calderdale | Mark Thompson | pipeline | N/A | £0 | £0 | £0 | £619,179 | £0 | £619,179 | £619,179 | GREEN | £380,821 | £0 | £1,000,000 |
| Halifax Town Centre (Northgate House) | Calderdale | Mark Thompson | pipeline | AMBER | £300,000 | £0 | £0 | £1,000,000 | £0 | £1,000,000 | £1,000,000 | AMBER | £0 | £0 | £1,300,000 |
| Dewsbury Riverside | Kirklees | Naz Parker | pipeline | N/A | £0 | £0 | £0 | £0 | £0 | £0 | £0 | N/A | £4,600,000 | £0 | £4,600,000 |
| Balance of available funding | | | pipeline | N/A | £0 | £0 | £0 | £3,216,000 | £0 | £3,216,000 | £3,216,000 | N/A | £2,024,000 | £873,135 | £6,113,135 |
| **Priority 4a: Housing and Regeneration** | | | £28,174,500 | | £5,232,000 | £5,518,000 | £5,891,238 | £6,326,179 | £0 | £5,356,179 | £5,356,179 | | £9,357,821 | £5,173,135 | £36,528,372 |
| Transport | | various | £145,233,824 | N/A | £19,656,322 | £27,532,491 | £40,862,891 | £42,709,089 | £3,693,000 | £29,475,385 | £33,168,384 | N/A | £87,411,454 | £97,125,587 | £305,757,128 |
| Priority 4b: Pipeline | | | pipeline | N/A | £0 | £0 | £0 | £18,488,073 | | £18,488,073 | £18,488,073 | N/A | £0 | £0 | £18,488,073 |
| Borrowing | | | | N/A | | | | | | | | N/A | £6,110,751 | £37,234,451 | £43,345,202 |
| **Priority 4b: Transport** | | | £145,233,824 | | £19,656,322 | £27,532,491 | £40,862,891 | £61,197,162 | £3,693,000 | £47,963,458 | £51,656,458 | | £81,300,703 | £59,891,136 | £280,900,000 |
| Mytholmroyd Flood Alleviation (GD3) | Calderdale | Adrian Gill | £2,500,000 | AMBER GREEN | £0 | £2,500,000 | £0 | £0 | £0 | £0 | £0 | GREEN | £0 | £0 | £2,500,000 |
| Leeds Flood Alleviation (GD3) | Leeds | Martin Farrington | £3,786,981 | GREEN | £0 | £3,786,981 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £3,786,981 |
| Skipton Flood Alleviation (GD3) | Craven | Adrian Gill | £1,500,000 | AMBER GREEN | £0 | £1,500,000 | £0 | £0 | £0 | £0 | £0 | COMPLETE | £0 | £0 | £1,500,000 |
| Natural Flood Management - Colne & Calder | Kirklees | Craig Best | £45,000 | N/A | £0 | £0 | £0 | £336,000 | £0 | £336,000 | £336,000 | GREEN | £578,000 | £386,000 | £1,300,000 |
| Natural Flood Management - Upper Aire | Craven | Nick Simms | pipeline | N/A | £0 | £0 | £0 | £0 | £0 | £0 | £0 | GREEN | £400,000 | £0 | £400,000 |
| Wyke Beck Valley - Phase 1 | Leeds | Adam Brannen | £975,000 | AMBER GREEN | £0 | £0 | £317,652 | £657,348 | £0 | £657,348 | £657,348 | GREEN | £0 | £0 | £975,000 |
| Wyke Beck Valley - Phase 2 | Leeds | Adam Brannen | pipeline | N/A | £0 | £0 | £0 | £1,625,000 | £0 | £1,625,000 | £1,625,000 | AMBER | £0 | £0 | £1,625,000 |
| Priority 4c: Pipeline | TBC | Adrian Gill | pipeline | N/A | £0 | £0 | £0 | £0 | £0 | £0 | £0 | N/A | £2,949,019 | £4,942,498 | £7,891,518 |
| **Priority 4c: Flood Resilience** | | | £8,806,981 | | £0 | £7,786,981 | £317,652 | £2,618,348 | £0 | £2,618,348 | £2,618,348 | | £3,927,019 | £5,328,498 | £19,978,499 |
| Leeds Aire Valley EZ | Leeds | Martin Farrington | pipeline | AMBER RED | £0 | £0 | £0 | £4,400,000 | £0 | £4,400,000 | £4,400,000 | AMBER | £0 | £0 | £4,400,000 |
| LCR EZs M62 sites | City Region | David Walmsley | pipeline | AMBER RED | £0 | £0 | £0 | £1,000,000 | £0 | £1,000,000 | £1,000,000 | AMBER | £4,000,000 | £10,600,000 | £15,600,000 |
| **Priority 4d: Enterprise Zones** | | | | | £0 | £0 | £0 | £5,400,000 | £0 | £5,400,000 | £5,400,000 | | £4,000,000 | £10,600,000 | £20,000,000 |
| WYCA Delivery costs | | | | N/A | £314,131 | £750,465 | £2,079,080 | £2,000,000 | | £2,000,000 | £2,000,000 | N/A | £2,000,000 | £0 | £7,143,675 |
| **Total Growth Deal expenditure** | | | £340,114,625 | | £38,082,982 | £84,745,760 | £90,532,441 | £102,021,595 | £10,998,406 | £79,526,815 | £91,525,221 | | £117,944,789 | £93,518,808 | £516,350,000 |

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## West Yorkshire Transport Fund dashboard

Figures accurate up to: June 2018

| 2018/19 | Target | Actual |
|---|---|---|
| | £61,197,162 | £3,693,000 |

| Project name | Project responsibility: Senior Responsible Officer | Category | Approved | Overall RAG rating | Previous years spend: Prior Years | Previous years spend: 2015/16 | Previous years spend: 2016/17 | Previous years spend: 2017/18 | In-year spend and RAG rating (2018/19): Agreed annual allocation | In-year spend and RAG rating (2018/19): Actual spend to date (Jun 2018) | In-year spend and RAG rating (2018/19): Forecast spend (Jul - Mar 2019) | In-year spend and RAG rating (2018/19): Total (Forecast + Actual) | RAG rating | Future forecast spend: 2019/20 | Future forecast spend: 2020/21 | TOTAL spend (actual + forecast) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Transport Delivery Cost** | | | | | | | | | | | | | | | | |
| Priority 4b (WTTF) WYCA Delivery Costs | Melanie Corcoran | Development | | | 0 | 1,975,083 | 1,988,383 | -48,624 | 1,377,675 | | 1,377,675 | 1,377,675 | GREEN | 1,530,717 | 1,900,000 | 8,723,234 |
| **Transport projects Complete** | | | | | | | | | | | | | | | | |
| Wakefield Eastern Relief Road | Neil Rodgers | Development | 37,593,000 | Complete | 0 | 0 | 0 | 2,299,000 | 0 | 0 | 0 | 0 | Complete | 0 | 0 | 2,299,000 |
| | | Delivery | | | 0 | 15,284,765 | 14,435,236 | 3,239,685 | 538,960 | 510,004 | 33,000 | 543,004 | | 0 | 0 | 33,502,690 |
| Rail Parking Package - South Elmsall | Melanie Corcoran | Development | 670,000 | Complete | 0 | 0 | 120,000 | 0 | 0 | 0 | 0 | 0 | Complete | 0 | 0 | 120,000 |
| | | Delivery | | | 0 | 0 | 0 | 484,604 | 5,000 | 0 | 5,000 | 5,000 | | 0 | 0 | 489,604 |
| Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R | Gary Bartlett | Development | 9,597,000 | Complete | 0 | 277,672 | 245,500 | 310,000 | 0 | 0 | 0 | 0 | Complete | 0 | 0 | 833,172 |
| | | Delivery | | | 0 | 0 | 5,459,649 | 2,314,234 | 175,000 | 41,300 | 137,900 | 179,200 | | 0 | 0 | 7,953,083 |
| Rail Parking Programme - Fitzwilliam | Neil Rodgers | Development | 687,000 | Complete | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Complete | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 445,073 | 108,461 | 26,189 | 16,000 | 42,189 | | 0 | 0 | 487,262 |
| **Transport projects at Stage 3 that are in delivery in 2017/18** | | | | | | | | | | | | | | | | |
| A629 Phase 1a: Jubilee Road to Free School Lane & monitoring | Mark Thompson | Development | 8,354,954 | GREEN | 302,000 | 160,000 | 1,442,043 | 1,436,702 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 3,340,745 |
| | | Delivery | | | 0 | 0 | 0 | 2,273,570 | 2,304,991 | 642,445 | 1,662,546 | 2,304,991 | | 163,337 | 0 | 4,741,898 |
| Wakefield City Centre Package Phase 1 Kirkgate | Neil Rodgers | Development | 5,556,000 | GREEN | 0 | 0 | 76,972 | 98,878 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 175,850 |
| | | Delivery | | | 0 | 0 | 0 | 3,647,458 | 1,282,000 | 1,025,930 | 605,907 | 1,631,837 | | 0 | 0 | 5,279,295 |
| Rail Parking Package - Hebden Bridge | Melanie Corcoran | Development | 754,445 | RED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | AMBER | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 14,000 | 631,000 | 0 | 695,000 | 695,000 | | 0 | 0 | 709,000 |
| York Northern Outer Ring Road - Phase 1 | Neil Ferris | Development | 3,600,000 | GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 27,111 | 0 | 214,614 | 3,339,150 | 3,553,764 | | 35,000 | 0 | 3,615,875 |
| Transformational Projects - LCR Inclusive Growth Corridor Plans | Liz Hunter | Development | 2,395,000 | GREEN | 0 | 0 | 0 | 0 | 0 | 25,132 | 0 | 25,132 | GREEN | 0 | 0 | 25,132 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Transformational Projects - NE Calderdale Transformational Programme Study | Steven Lee | Development | 400,000 | GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Rail Parking Package - Mirfield (A) | Melanie Corcoran | Development | 308,863 | GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 298,863 | 0 | 298,863 | 298,863 | | 0 | 10,000 | 308,863 |
| **Transport projects at Stage 2 that will commence 2018/19** | | | | | | | | | | | | | | | | |
| Leeds Station Gateway - New Station Street | Liz Hunter | Development | 166,037 | AMBER RED | 0 | 0 | 0 | 103,144 | 18,222 | 0 | 21,857 | 21,857 | RED | 0 | 0 | 125,001 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,875,630 | 0 | 410,500 | 410,500 | | 0 | 0 | 410,500 |
| Urban Traffic Management Control | Steven Lee | Development | 450,000 | AMBER | 0 | 0 | 9,041 | 149,048 | 270,000 | 49,287 | 22,776 | 72,063 | AMBER | 0 | 0 | 230,152 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,190,000 | 0 | 93,224 | 93,224 | | 1,200,000 | 1,960,000 | 3,253,224 |
| Leeds ELOR and North Leeds Outer Ring Road | Gary Bartlett | Development | 25,865,000 | AMBER | 0 | 929,199 | 1,554,106 | 2,095,867 | 1,000,000 | 508,500 | 491,500 | 1,000,000 | GREEN | 1,000,000 | 750,000 | 7,329,172 |
| | | Delivery | | | 0 | 0 | 0 | 2,056,852 | 4,700,000 | 0 | 4,700,000 | 4,700,000 | | 9,000,000 | 10,000,000 | 25,756,852 |
| Rail Parking Package - Mytholmroyd | Melanie Corcoran | Development | 0 | GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | AMBER GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,040,000 | 0 | 1,000,000 | 1,000,000 | | 2,600,000 | 0 | 3,600,000 |
| Rail Parking Package - Shipley | Melanie Corcoran | Development | 0 | AMBER GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 2,500,000 | 0 | 2,500,000 |
| Rail Parking Package - Steeton and Silsden | Melanie Corcoran | Development | 897,000 | AMBER GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 1,000,000 | 1,000,000 | | 2,500,000 | 0 | 3,500,000 |
| Rail Parking Package - Normanton | Melanie Corcoran | Development | 45,000 | AMBER RED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | AMBER GREEN | 0 | 0 | 0 |
| | | Delivery | | | | 0 | 0 | 0 | 340,000 | 0 | 0 | 0 | | 1,000,000 | 0 | 1,000,000 |
| Rail Parking Package - Garforth | Melanie Corcoran | Development | 45,000 | AMBER GREEN | 0 | 0 | 0 | 0 | 45,000 | 0 | 45,000 | 45,000 | AMBER RED | 0 | 0 | 45,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 395,000 | 0 | 0 | 0 | | 430,000 | 0 | 430,000 |
| A650 Hard Ings Road - Phase 1: Hard Ings Road Only | Julian Jackson | Development | 1,142,000 | AMBER GREEN | 0 | 0 | 0 | 1,005,841 | 404,821 | 140,582 | 0 | 140,582 | GREEN | 0 | 0 | 1,146,423 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,532,522 | 0 | 1,946,561 | 1,946,561 | | 5,704,850 | 10,000 | 7,661,411 |
| A65-LBIA Link Road | Gary Bartlett | Development | 1,785,000 | RED | 210,000 | 8,688 | 266,812 | 365,849 | 667,000 | 63,200 | 603,800 | 667,000 | GREEN | 0 | 0 | 1,518,349 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Castleford Station Gateway | Kate Thompson | Development | 338,000 | AMBER GREEN | 0 | 0 | 20,329 | 20,598 | 266,083 | 2,195 | 294,878 | 297,073 | AMBER RED | 0 | 0 | 338,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,485,000 | 0 | 0 | 0 | | 1,485,000 | 730,000 | 2,215,000 |
| Glasshoughton Southern Link Road | Neil Rodgers | Development | 733,000 | AMBER GREEN | 0 | 80,000 | 0 | 441,103 | 211,897 | 87,010 | 124,858 | 211,868 | AMBER | 0 | 0 | 732,971 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 293,103 | 0 | 165,200 | 165,200 | | 4,652,618 | 2,824,114 | 7,641,932 |
| York Northern Outer Ring Road | Neil Ferris | Development | 2,448,000 | GREEN | 0 | 0 | 0 | 824,891 | 840,489 | 140,832 | 1,134,945 | 1,275,777 | GREEN | 463,047 | 214,557 | 2,778,272 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 3,391,511 | 0 | 0 | 0 | | 6,431,015 | 2,463,433 | 8,894,448 |
| A629 Phase 1b: Elland Wood Bottom to Jubilee Road | Mark Thomson | Development | 5,670,394 | GREEN | 0 | 169,994 | 198,719 | 611,800 | 1,111,079 | 75,392 | 580,291 | 655,683 | GREEN | 0 | 0 | 1,636,196 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 532,154 | 0 | 932,154 | 932,154 | | 13,360,762 | 0 | 14,292,916 |
| **Transport projects at Stage 2 that will commence post 2018/19** | | | | | | | | | | | | | | | | |
| Castleford Growth Corridor Scheme | Neil Rodgers | Development | 200,000 | AMBER GREEN | 0 | 67,000 | 73,917 | 18,203 | 910,150 | 0 | 40,880 | 40,880 | RED | 0 | 0 | 200,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 720,730 | 0 | 0 | 0 | | 2,129,002 | 8,990,000 | 11,119,002 |
| Rail Park and Ride (Phase 1) Programme | Melanie Corcoran | Development | 1,117,464 | GREEN | 58,908 | 108,336 | 409,181 | 395,796 | 160,000 | 7,693 | 165,000 | 172,693 | GREEN | 0 | 0 | 1,144,914 |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Delivery | | GREEN | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| Rail Parking Package - Knottingley | Melanie Corcoran | Development | 474,259 | AMBER RED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | AMBER RED | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 1,474,000 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Bradford Interchange Station Gateway - Phase 1 | Julian Jackson | Development | 180,000 | GREEN | 0 | 25,000 | 20,838 | 131,394 | 124,360 | 2,768 | 0 | 2,768 | AMBER GREEN | 0 | 0 | 180,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| Bradford Interchange Station Gateway - Phase 2 | Julian Jackson | Development | 512,000 | GREEN | 0 | 0 | 0 | 6,279 | 360,210 | 4,680 | 342,000 | 346,680 | AMBER GREEN | 145,511 | 0 | 498,470 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| Bradford Forster Square Station Gateway | Julian Jackson | Development | 3,885,314 | AMBER GREEN | 0 | 20,000 | 116,717 | 123,040 | 830,360 | 9,544 | 660,500 | 670,044 | AMBER GREEN | 1,641,693 | 0 | 2,571,494 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 6,000,000 | 6,000,000 |
| A650 Tong Street | Julian Jackson | Development | 185,000 | AMBER RED | 50,000 | 0 | 21,038 | 83,777 | 388,365 | 27,505 | 2,680 | 30,185 | AMBER | 0 | 0 | 185,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 3,324,211 | 3,324,211 |
| South East Bradford Access Road | Julian Jackson | Development | 91,000 | AMBER GREEN | 0 | 0 | 0 | 56,041 | 623,640 | 34,959 | 0 | 34,959 | AMBER | 0 | 0 | 91,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Bradford to Shipley Corridor | Julian Jackson | Development | 1,597,000 | GREEN | 0 | 30,000 | 5,011 | 524,541 | 653,285 | 72,119 | 823,000 | 895,119 | GREEN | 384,663 | 0 | 1,839,334 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 665,000 | 665,000 |
| Harrogate Road / New Line | Julian Jackson | Development | 1,885,000 | AMBER RED | 0 | 146,399 | 15,601 | 1,213,153 | 412,440 | 82,933 | 267,354 | 350,287 | AMBER | 0 | 0 | 1,725,440 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 1,871,790 | 1,871,790 |
| Halifax Station Gateway | Mark Thomson | Development | 1,108,000 | AMBER | 5,000 | 156,738 | 44,171 | 63,055 | 470,782 | 63,196 | 403,338 | 466,534 | GREEN | 0 | 0 | 735,498 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| A629 Phase 2: Phase 2a, 2b and 2c | Mark Thomson | Development | 3,016,000 | AMBER RED | 340,000 | 44,591 | 280,192 | 1,232,314 | 1,541,388 | 137,666 | 859,032 | 996,698 | AMBER | 0 | 0 | 2,893,795 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,195,488 | 0 | 1,195,488 |
| A641 Bradford - Huddersfield Corridor | Mark Thomson | Development | 730,000 | GREEN | 0 | 0 | 60,829 | 68,572 | 322,813 | 11,323 | 292,435 | 303,758 | GREEN | 158,242 | 0 | 591,401 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| A629 Phase 4: Ainley Top | Mark Thomson | Development | 670,000 | GREEN | 0 | 0 | 51,736 | 62,724 | 388,839 | 65,127 | 306,969 | 372,096 | GREEN | 0 | 0 | 486,556 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| A653 Leeds to Dewsbury Corridor (M2D2L) | Simon Taylor | Development | 210,000 | GREEN | 80,000 | 0 | 59,261 | 30,614 | 140,000 | 13,637 | 26,488 | 40,125 | GREEN | 0 | 0 | 210,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| Huddersfield Station Gateway | Simon Taylor | Development | 165,000 | GREEN | 0 | 27,615 | 22,385 | 2,630 | 100,000 | 10,000 | 90,000 | 100,000 | GREEN | 0 | 0 | 152,630 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| M62 Junction 24a | Simon Taylor | Development | 70,000 | AMBER RED | 0 | 0 | 12,976 | 31,370 | 15,500 | 0 | 15,500 | 15,500 | AMBER | 0 | 0 | 59,846 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| A629 Phase 5 - Ainley Top into Huddersfield | Simon Taylor | Development | 4,418,000 | GREEN | 0 | 52,000 | 48,000 | 250,762 | 800,000 | 60,694 | 868,164 | 928,858 | GREEN | 0 | 0 | 1,279,620 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| A62 and A644 Corridors incorporating Cooper bridge | Simon Taylor | Development | 750,000 | AMBER GREEN | 0 | 0 | 0 | 516,735 | 600,000 | 36,901 | 196,364 | 233,265 | GREEN | 0 | 0 | 750,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| Leeds Station Gateway - Yorkshire Hub | Liz Hunter | Development | 400,000 | AMBER GREEN | 0 | 0 | 54,468 | 117,583 | 203,860 | 0 | 227,949 | 227,949 | GREEN | 0 | 0 | 400,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | | 0 |
| Thorpe Park Station | Liz Hunter | Development | 500,000 | AMBER RED | 0 | 0 | 3,382 | 184,675 | 156,998 | 43,610 | 118,668 | 162,278 | GREEN | 0 | 0 | 350,335 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 10,000,000 | 10,000,000 |
| A6110 Leeds Outer Ring Rd | Gary Bartlett | Development | 268,000 | AMBER GREEN | 0 | 0 | 0 | 4,271 | 99,000 | 0 | 99,000 | 99,000 | GREEN | 0 | 0 | 103,271 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Leeds City Centre Network and Interchange Package | Gary Bartlett | Development | 3,455,000 | AMBER RED | 319,000 | 31,337 | 278,000 | 468,289 | 643,000 | 117,600 | 525,400 | 643,000 | GREEN | 1,709,711 | 309,252 | 3,758,589 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 5,340,672 | 5,340,672 |
| Wakefield City Centre Package Phase 2 Ings Road | Neil Rodgers | Development | 270,000 | AMBER GREEN | 0 | 0 | 0 | 30,379 | 277,000 | 4,181 | 106,000 | 110,181 | AMBER | 0 | 0 | 140,560 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,540,000 | 1,477,593 | 3,017,593 |
| CIP - Phase 1 - Leeds Dyneley Arms | Gary Bartlett | Development | 402,000 | AMBER | 0 | 0 | 0 | 127,438 | 274,562 | 7,800 | 266,762 | 274,562 | AMBER | 0 | 0 | 402,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 275,438 | 0 | 264,800 | 264,800 | | 1,222,562 | 4,283,538 | 5,770,900 |
| CIP - Phase 1 - Leeds Fink Hill | Gary Bartlett | Development | 115,000 | AMBER | 0 | 0 | 0 | 105,529 | 115,000 | 4,800 | 4,671 | 9,471 | GREEN | 0 | 0 | 115,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 100,000 | 0 | 100,000 | 100,000 | | 734,985 | 0 | 834,985 |
| CIP - Phase 1 - Leeds Dawsons Corner | Gary Bartlett | Development | 1,008,000 | AMBER GREEN | 0 | 0 | 0 | 243,698 | 710,000 | 54,100 | 655,900 | 710,000 | AMBER | 54,302 | 0 | 1,008,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 5,876,000 | 7,115,000 | 12,991,000 |
| CIP - Phase 1 - Kirklees Holmfirth Town Centre | Simon Taylor | Development | 250,000 | GREEN | 0 | 0 | 0 | 99,358 | 161,500 | 7,573 | 143,069 | 150,642 | AMBER | 0 | 0 | 250,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 500,000 | 3,800,000 | 4,300,000 |
| CIP - Phase 1 - Kirklees Huddersfield Southern Gateways | Simon Taylor | Development | 300,000 | GREEN | 0 | 0 | 0 | 167,206 | 225,000 | 42,320 | 90,474 | 132,794 | AMBER | 0 | 0 | 300,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| CIP - Phase 1 - Kirklees A62 Smart Corridor | Simon Taylor | Development | 250,000 | AMBER GREEN | 0 | 0 | 0 | 131,464 | 330,000 | 68,720 | 49,816 | 118,536 | AMBER | 0 | 0 | 250,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 | 0 | | 3,731,464 | 0 | 3,731,464 |
| CIP - Phase 1 - Calderdale A58/A672 Corridor | Mark Thompson | Development | 941,665 | GREEN | 0 | 0 | 0 | 72,192 | 99,501 | 2,937 | 95,893 | 98,830 | GREEN | 0 | 0 | 171,022 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| CIP - Phase 1 - Calderdale A646/A6033 Corridor | Mark Thompson | Development | 789,581 | GREEN | 0 | 0 | 0 | 62,382 | 84,555 | 25,061 | 60,823 | 85,884 | GREEN | 0 | 0 | 148,265 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| CIP - Phase 1 - Bradford A6177 Great Horton Road / Horton Grange | Julian Jackson | Development | 180,000 | GREEN | 0 | 0 | 0 | 93,646 | 86,356 | 11,890 | 74,464 | 86,354 | GREEN | 0 | 0 | 180,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 83,284 | 0 | 0 | 0 | | 410,000 | 2,330,160 | 2,740,160 |
| CIP - Phase 1 - Bradford A6177 ORR/Toller Lane | Julian Jackson | Development | 225,000 | GREEN | 0 | 0 | 0 | 29,472 | 185,690 | 8,057 | 187,471 | 195,528 | GREEN | 0 | 0 | 225,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 2,225,000 | 6,847,000 | 9,072,000 |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road | Julian Jackson | Development | 180,000 | AMBER GREEN | 0 | 0 | 0 | 76,173 | 179,069 | 47,007 | 56,820 | 103,827 | GREEN | 0 | 0 | 180,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 320,000 | 1,585,000 | 1,905,000 |
| CIP - Phase 1 - Wakefield A650 Newton Bar | Neil Rodgers | Development | 75,000 | AMBER GREEN | 0 | 0 | 0 | 39,259 | 161,160 | 32,425 | 3,316 | 35,741 | GREEN | 0 | 0 | 75,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,204,498 | 1,508,680 | 2,713,178 |
| CIP - Phase 1 - Wakefield Owl Lane | Neil Rodgers | Development | 75,000 | GREEN | 0 | 0 | 0 | 5,516 | 173,120 | 10,366 | 59,118 | 69,484 | AMBER GREEN | 0 | 0 | 75,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,920,557 | 430,000 | 2,350,557 |
| Rail Park and Ride (Phase 2) Programme | Melanie Corcoran | Development | 138,000 | N/A | 0 | 0 | 137,997 | 0 | 0 | 0 | 0 | 0 | N/A | 0 | 0 | 137,997 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Rail Park & Ride (Phase 2) - Apperley Bridge | Melanie Corcoran | Development | 113,100 | AMBER GREEN | 0 | 0 | 0 | 0 | 113,000 | 0 | 113,100 | 113,100 | GREEN | 0 | 0 | 113,100 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 350,000 | 650,000 | 1,000,000 |
| Rail Park & Ride (Phase 2) - Guiseley | Melanie Corcoran | Development | 143,000 | AMBER GREEN | 0 | 0 | 0 | 0 | 143,000 | 0 | 143,000 | 143,000 | GREEN | 0 | 0 | 143,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 3,000,000 | 4,000,000 | 7,000,000 |
| Rail Park & Ride (Phase 2) - Moorthorpe | Melanie Corcoran | Development | 110,500 | AMBER GREEN | 0 | 0 | 0 | 0 | 110,500 | 0 | 110,500 | 110,500 | GREEN | 0 | 0 | 110,500 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 500,000 | 0 | 500,000 |
| Rail Park & Ride (Phase 2) - Outwood | Melanie Corcoran | Development | 110,500 | AMBER GREEN | 0 | 0 | 0 | 0 | 110,500 | 0 | 110,500 | 110,500 | GREEN | 0 | 0 | 110,500 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 500,000 | 0 | 500,000 |
| Rail Parking Package - Mirfield (B) | Melanie Corcoran | Development | 0 | AMBER RED | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | GREEN | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Calder Valley Line Elland Station | Mark Thompson | Development | 834,748 | GREEN | 0 | 61,905 | 0 | 163,437 | 618,162 | 3,561 | 625,457 | 629,018 | GREEN | 69,254 | 0 | 923,614 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Corridor Improvement Programme (formerly HEBP) | Melanie Corcoran | Development | 408,000 | N/A | 0 | 0 | 0 | 8,200 | 100,000 | 0 | 100,000 | 100,000 | GREEN | 100,000 | 158,000 | 366,200 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| York Central Access | Neil Ferris | Development | 2,100,000 | AMBER GREEN | 0 | 0 | 0 | 413,137 | 1,070,000 | 337,849 | 732,151 | 1,070,000 | AMBER | 0 | 0 | 1,483,137 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 454,000 | 0 | 0 | 0 | | 6,000,000 | 5,577,587 | 11,577,587 |
| Transformational -South Featherstone Link Rd - Feasibility Study | Neil Rodgers | Development | 284,000 | AMBER GREEN | 0 | 0 | 0 | 72,468 | 165,380 | 19,855 | 155,677 | 175,532 | GREEN | 46,152 | 0 | 294,152 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Transformational - Kirklees - North Kirklees Orbital Route - Feasibility Study | Simon Taylor | Development | 248,000 | GREEN | 0 | 0 | 0 | 9,588 | 223,000 | 13,100 | 234,000 | 247,100 | GREEN | 0 | 0 | 256,688 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Transformational -York Northern Outer Ring Road Dualling- Feasibility Study | Neil Ferris | Development | 295,000 | GREEN | 0 | 0 | 0 | 10,000 | 295,000 | 2,391 | 282,609 | 285,000 | GREEN | 0 | 0 | 295,000 |
| | | Delivery | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 |
| Transport projects at Stage 1 pre mandate | | | | | | | | | | | | | | | | |
| Aire Valley, Leeds Integrated Transport Package – Phase 2: Highway Access | | Development | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| Aire Valley, Leeds Integrated Transport Package – Phase 3: Motorway Junction Improvements | | Development | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| Corridor Improvement Programme Phase 2 | | Development | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| Corridor Improvement Programme Phase 3 | | Development | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| Clifton Moor Park and Ride | | Development | 0 | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| | | Delivery | | | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | | 0 | 0 | 0 |
| Other | | | | | | | | | | | | | | | | |
| Historic Pre-payments | | n/a | | | | | | 9,099,845 | -4,785,869 | -1,365,559 | -3,420,310 | -4,785,869 | | -4,313,976 | | 0 |
| Pipeline, Transfers and Pre-payments | | n/a | | | | | | | | | 0 | | | | | |
| **Development inc Management Costs** | | | **145,233,824** | | **1,364,908** | **4,371,557** | **7,637,605** | **17,260,459** | **22,168,311** | **2,598,077** | **15,489,890** | **18,087,967** | | **7,303,292** | **3,331,809** | **59,357,598** |
| **Delivery** | | | **-** | | **-** | **15,284,765** | **19,894,885** | **14,502,587** | **25,326,647** | **2,460,482** | **17,405,805** | **19,866,286** | | **84,422,138** | **93,793,778** | **247,764,439** |
| **Total Transport** | | | **145,233,824** | | **1,364,908** | **19,656,322** | **27,532,491** | **40,862,891** | **42,709,089** | **3,693,000** | **29,475,385** | **33,168,384** | | **87,411,454** | **97,125,587** | **307,122,036** |

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# Developing a Local Inclusive Industrial Strategy

## Draft prospectus for discussion



LEP Board Away Day, September 2018

# Contents

# Executive Summary

# E.1 Executive Summary

Our vision is: ***"Leeds City Region will be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone".***

Developing our Local, Inclusive Industrial Strategy will be critical to achieving this vision, helping initiate a new and exciting period of successful and inclusive growth for the City Region.

The Government launched its **Industrial Strategy** in November 2017, with the aim of increasing productivity and growth across the UK. The Industrial Strategy is focused on **five foundations** *(ideas, people, place, infrastructure, business environment)* and **four grand challenges** *(Clean Energy, Ageing Society, Artificial Intelligence, and the Future of Mobility)* which are set to transform industries and societies around the world. Local Enterprise Partnerships have been given the task of producing Local Industrial Strategies aligned to the national framework and building upon a robust evidence base.

The LEP Board (November 2017 and January 2018) and Combined Authority (February 2018) supported an approach to replace the Strategic Economic Plan and broaden the city region's policy range by working towards the development of a new, agile, long-term strategic framework. It was also agreed that work would begin on the development of the Local Inclusive Industrial Strategy (LIIS) which will sit at the heart of this new framework aimed at driving growth, boosting productivity and earning power for a post-2030 economy. The development of a LIIS for the City Region provides an opportunity **to improve the productivity of the economy and deliver economic inclusion** so benefits are felt by all, and firms become more competitive for a new international trading environment.



To inform discussions at the 2018 LEP Board Away Day and the future development of the LIIS, the following document sets out:

- the City Region's key strengths, assets and growth opportunities;
- **our focus on tackling four inconvenient truths**, identified by the LEP Board as the key challenges facing Leeds City Region that must be addressed in order to ensure the City Region can maximise its potential; and
- a summary of emerging priorities and proposals that could form the focus of our LIIS in order to transform the Leeds City Region economy and deliver our ambitions and those of the national Industrial Strategy and the Northern Powerhouse.

The information presented in this draft document builds on the evidence presented at last year's LEP Board Away Day and has been informed by discussions with the LEP Board and Advisory Panels over the last 12 months.

# E.1 Executive Summary

**Sitting at the heart of our strategic framework, the LIIS will play to our strengths, helping to deliver the UK Industrial Strategy.**

Building on our collective strengths and our range of specialisms, and by bringing businesses, local authorities, universities, education providers and other partners together, our LIIS will play a key role in:

- keeping the City Region and UK at the forefront of scientific research, innovation and new technologies;
- investing in infrastructure to transform the places where people want to live and work and businesses want to invest; and
- nurturing future talent, addressing skills shortages and providing the technical skills that will drive our economy.

Spanning areas such as innovation, enterprise, skills and employment, trade and investment, digital, and investment in strategic infrastructure such as housing and transport, we are developing proposals with our partners that will enable us to make real progress towards achieving the City Region's vision. This will encapsulate the national priorities, including:



**IDEAS**
Our world class university and research base alongside our globally competitive tech-based sectors are a critical and unique asset in this regard. We will continue to build on our strong foundations to accelerate progress in this area.

**PEOPLE**
We will continue to deliver a strategic and co-ordinated approach bringing together the work of our partners to provide tailored local solutions based on the needs, assets and opportunities of particular places and communities.

**BUSINESS ENVIRONMENT**
We will drive-up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest. This will be key to making the City Region an even more productive place.

**INFRASTRUCTURE**
Infrastructure is key to improving productivity. Prioritising a holistic approach to policy making, we will ensure that our infrastructure enables people from all backgrounds to benefit from economic growth.

**PLACE**
The opportunity to leverage the assets of each city and town to attract people and investment and to drive growth is huge. When aligned to wider policy objectives the impacts are amplified further.

As shown on the following slide our sector and tech strengths can contribute towards meeting the national Industrial Strategy Grand Challenges.

# E.2 Executive Summary

**The Leeds City region is a truly diverse economy at the heart of the Northern Powerhouse, with recognised world leading capabilities. The size of our economy, its wide variety of economic and cultural assets and its many strengths remain a great platform on which we can build future prosperity.**

## Key sector and tech strengths

**The City Region is home to a distinct 'healthcare ecosystem'** and is a powerhouse in terms of its contribution to the UK healthcare sector, with world leading companies, clinical expertise and research and development capacity across its universities, hospitals, healthcare and medical device manufacturing sectors.

**Globally, med-tech is a key growth sector which is set to be worth £500bn in the next five years.** With a world-leading concentration of excellence in medical technologies, alongside broader healthcare industries and recognised strengths in digital health innovation, the City Region is well positioned to significantly grow this sector and secure a greater market share.

**Manufacturing** contributes over £6.7 trillion to the global economy. In the City Region it is worth £8.5 billion and the UK's biggest manufacturing base. With distinct advantages in market size, workforce skills and supply chains, we are well placed to address challenges for the future of manufacturing and provide the perfect location for companies looking to grow, innovate and improve efficiency.

We are home to a **network of unique digital assets, capacity and capability and a critical mass of systems, physical infrastructure and skills that are enabling growth across all sectors**. If harnessed, these have the potential to set the City Region apart from other places, not just in the UK but globally.

With a wealth of **FinTech firms** and the largest centre for banking services in the UK outside London, the City Region is perfectly positioned to become the Northern UK's Fintech Centre, contributing to the sector's estimated annual revenue of £20 billion.

With a significant and growing business base, and eight internationally recognised centres of **low carbon and clean-technology expertise**, the City Region is positioning itself as one of the UK's foremost sources of national energy production, evolving from a traditional fossil fuel industry to a major producer of clean energy.

The City Region has a thriving food and drink manufacturing sector, linked to great local agricultural produce and world-class agri-tech facilities. The City Region's manufacturing history is combined with its agricultural tradition in some of the country's largest and most respected food and drink companies.

# E.3 Executive Summary

## Our emerging ideas

Work has commenced to identify a number of priorities and 'big ideas' that could form the core building blocks and focus of the Leeds City Region LIIS:

- Transformative private sector leadership to tackle the productivity gap;
- The Leeds City Region Transformed by Digital Technology; and
- Maximising the impact of HS2 and Northern Powerhouse Rail through the development of inclusive growth corridors in the Leeds City Region.

These initiatives will be delivered through a range of partners, utilising local and national funding, including future funding sources such as the UK Shared Prosperity Fund.



## What success will look like

***A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE***

**AMBITION… *BY 2036…***

- To have a £100bn plus economy and become a positive, above average contributor to the UK economy;
- To close the productivity gap;
- To reduce the proportion of jobs that pay less than the real Living Wage;
- To reduce the employment rate gap for all disadvantaged groups; and
- To deliver new, good quality affordable homes in the City Region.

We will design and deliver projects and support our partners to deliver activity which contributes towards meeting these overarching aims and objectives for Leeds City Region.

**Next Steps:** The Government has stated that it will sign off all Local Industrial Strategies by early 2020, prioritising areas with the potential to drive wider regional growth and focusing on clusters of expertise and centres of economic activity.

We will work with local stakeholders including universities, healthcare providers, Government Departments, and business leaders to support and develop emerging opportunities including where there are synergies between the challenges and mission opportunities.  In the meantime we would like to hear about how it should be implemented in practice, and anything else which may be required to help the City Region become a more productive, prosperous and inclusive place.

# 1. Background and context

# 1.1 Background

Our vision is: ***"Leeds City Region will be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone".***

Developing our Local, Inclusive Industrial Strategy will be critical to achieving this vision, helping initiate a new and exciting period of successful and inclusive growth for the City Region.

Government launched its **Industrial Strategy** in November 2017, with the aim of increasing growth and productivity across the UK. The Strategy is focused on **five foundations of productivity** (ideas, people, place, infrastructure, business environment) and **four grand challenges** (Clean Energy, Ageing Society, Artificial Intelligence, and Future of Mobility).

In early 2018, the LEP Board and Combined Authority agreed that work would begin on the development of a Local, Inclusive Industrial Strategy for Leeds City Region. A Local, Inclusive Industrial Strategy provides an opportunity **to improve the productivity of the economy and deliver economic inclusion** so benefits are felt by all, and firms become more competitive for a new international trading environment.



**Our strategy is clear:** to build and deliver an ambitious programme for long-term growth that will respond to global challenges, to unlock our immense potential and become the growth engine for the North and the UK economy. Sitting at the heart of our new, long-term strategic framework, our emerging Local, Inclusive Industrial Strategy will focus on bold steps aimed at driving inclusive growth, boosting productivity and earning power for a post-2030 economy.

**WHAT ARE LOCAL INDUSTRIAL STRATEGIES?**

Long-term, evidence based plans aligned to the national Industrial Strategy that will:

- strengthen local economic growth and reduce disparities by boosting productivity, earning power and competitiveness;
- identify local strengths and challenges, future opportunities and the actions required to improve skills, increase innovation and enhance infrastructure and business growth;
- guide the use of local funding streams as well as funding devolved to local areas, which could include the future UK Shared Prosperity Fund.

The Government intends to agree Local Industrial Strategies for all areas by early 2020.

**This Prospectus sets out our key strengths, growth opportunities and challenges, outlining our emerging priorities to transform the Leeds City Region economy** and deliver our ambitions and those of the national Industrial Strategy and the Northern Powerhouse.

# 1.2 Our approach and strategic framework

Work is on-going to replace the Strategic Economic Plan (SEP) with a new agile, long-term framework aimed at driving growth and delivering prosperity throughout the economy. Building on the SEP, it will provide the strategic framework for investment, including for the Local, Inclusive Industrial Strategy and the future UK Shared Prosperity Fund, Industrial Strategy Challenge Fund, Sector Deals, Strength in Places Fund, etc. The new framework is presented on the next slide, with its core principles including:

- a focus on **tackling the key challenges** agreed by the LEP Board in September 2017:
    1. the City Region's **productivity gap with peers is too large and growing**;
    2. **Investment, particularly private investment, in research and development is too low**;
    3. **living standards in the City Region have stalled**; and
    4. **stubborn deprivation persists**
- based on robust evidence, demonstrating a clear understanding of the key strengths, assets and challenges in Leeds City Region;
- to reflect the City Region's expanded policy remit, e.g. culture, and potentially new aspects of tackling disadvantage in health, early years and education;
- to ensure all Combined Authority and LEP strategies are aligned with a clear focus on tackling the above challenges and delivering inclusive growth outcomes;
- to maximise our strategic assets and strengths e.g. our concentration of science, research and innovation assets; our globally-competitive manufacturing sector and vibrant digital-tech sectors, including medical technologies; and
- to place the City Region on the front-foot with an ambitious policy platform that improves competitiveness and ensures the benefits are shared fairly.

**CORE PRINCIPLES OF OUR APPROACH:**

Open and collaborative policy making.

Foster, in partnership, an inclusive, place-based strategy where all communities contribute to, and benefit from, growth.

Boosting earnings, testing local solutions with HMG to help tackle the productivity challenge.

Accelerating infrastructure delivery and embedding resilience.

# 1.3 A strategic framework for shaping our priorities

## VISION

**"TO BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE"**

*[range of expressions of this vision will be developed so that it speaks to our different audience in a language and format they understand]*

**PRIORITIES**

**BOOSTING PRODUCTIVITY & EARNING POWER & INCREASING LEVELS OF INNOVATION & R&D**

**TACKLING STUBBORN DEPRIVATION & IMPROVING LIVING STANDARDS**

**INTEGRATED POLICY FRAMEWORK TO ADDRESS THESE PRIORITIES**
(COVERING POWERS & FUNDING)

**EVIDENCE BASE / POLICY DEVELOPMNENT ONGOING**

### BUSINESS & WORKFORCE

**GROWING & PRODUCTIVE ECONOMY**
(Science & innovation, R&D, enterprise, digital, trade and investment

**LIFELONG LEARNING**
(Skills, opportunity, progression, young people, education)

**HEALTHY & INCLUSIVE WORKFORCE**
(Good work, welfare, health & Wellbeing)

### INDUSTRIAL STRATEGY

3 BIG IDEAS TO BOOST PRODUCTIVITY & EARNING POWER

1. **TRANSFORMATIVE PRIVATE SECTOR LEADERSHIP**
2. **THE DIGITAL TECH REGION**
3. **TRANSFORMING CONNECTIVITY**

### PLACE & CONNECTIVITY

**TRANSPORT, CONNECTIVITY & MOBILITY**
(21st century transport)

**STRATEGIC HOUSING & EMPLOYMENT SITES**
(Affordable housing, stronger communities)

**ENERGY, CLEAN GROWTH & THE ENVIRONMENT**
(Green & sustainable city region)

**QUALITY OF LIFE**
(High quality culture and citizen experience)

### PARTNER PLANS & STRATEGIES

**CITY REGION PROJECTS / PROGRAMMES**

**GOLDEN THREAD**

- INCLUSIVE GROWTH
- IMPROVING PRODUCTIVITY
- PLACE LEADERSHIP
- INTEGRATED INVESTMENT

**IMPACT AREAS**

- GROWTH & PRODUCTIVITY
- GOOD JOBS & EARNINGS
- SKILLS UPLIFT
- IMPROVING CONNECTIVITY
- REDUCING DEPRIVATION
- ENVIRONMENTAL SUSTAINABILITY

**DIFFERENCE FOR WHOM (COHORTS/SEGMENTATION)**

LEEDS CITY REGION ENTERPRISE PARTNERSHIP

Working in partnership with the West Yorkshire Combined Authority

# 2. A City Region well positioned to meet our ambition and national priorities

# 2.1 About us

**The Leeds City region is a truly diverse economy, at the heart of the Northern Powerhouse, with recognised world leading capabilities.**

## The facts

**Northern capital**

- £66.5 billion economy – the biggest contributor to the Northern Powerhouse
- Over 126,000 businesses

**Innovation capital**

- World class universities delivering leading research
- Leading innovation clusters including Medtech and Advanced Manufacturing

**Human capital**

- 1.387 million workforce – largest and fastest growing in the North

**Transport capital**

- At the centre of the UK, within one hour's drive of 7 million people


LEEDS CITY REGION ENTERPRISE PARTNERSHIP

Working in partnership with the West Yorkshire Combined Authority

# 2.2 Our track record

Our £1billion-plus Growth Deal with Government is now halfway into delivery, and its impact is being felt across the region in the shape of new, world-class college facilities, homes, commercial developments and transport infrastructure, and – crucially – more skilled jobs created and safeguarded for local people.

The Growth Deal was secured in 2014. It was – and indeed still is – the largest Growth Deal of any local enterprise partnership area in the country.

The Deal provides around £690 million of devolved Government investment, made up of £516 million local growth funding plus £173.5 million Department for Transport funding to improve transport in Leeds.

Unlike anywhere else in the country at that time, the City Region also secured a further £420 million to establish an overall £1 billion West Yorkshire-plus Transport Fund to improve road, rail and other transport links across the region over a 20-year period.

Three years since we received our first tranche of funding, investment has now been approved by the West Yorkshire Combined Authority for over 100 significant Growth Deal projects.

**DELIVERING POSITIVE OUTCOMES AND ECONOMIC IMPACT ACROSS THE CITY REGION**

In **BRADFORD,** our Growth Deal is supporting the creation of the New Bolton Woods urban village between Bradford and Shipley, which will ultimately bring 1,000 new homes to the area.

In **CALDERDALE,** Transport Fund investment is helping to reduce road congestion on the A629 between Halifax and Huddersfield, supporting the council's transformation of the town centre, and helping to protect homes and businesses in the Calder Valley from flooding.

**KIRKLEES** has seen major Growth Deal investment in innovative new facilities for skills development and business growth including the newly launched Springfield Centre in Dewsbury, the Huddersfield Innovation and Incubation Project at Huddersfield University and the Process Manufacturing Centre at Kirklees College.

**LEEDS** has benefitted from investment in new college facilities including a new campus for Leeds College of Building on the city's South Bank, Leeds City College's hugely impressive Printworks campus. At the University of Leeds, the Nexus innovation and incubation centre is set to open in September, 2018.

In **WAKEFIELD**, the Wakefield Eastern Relief Road – the first of our Transport Fund schemes to be completed in June last year – is helping to ease congestion on a key commuter route in the city and has also opened up land to build 2,500 houses.

Commuters in **YORK** will soon see reduced congestion on the York Outer Ring Road when a major package of Transport Fund investment is completed.

Hard-to-insulate homes in **HARROGATE** will benefit from improved energy efficiency measures – which include insulation for attics and hard-to-treat cavity walls – making them cheaper to heat as well as healthier to live in and better for the environment.

Growth deal investment in **SELBY** College helped to refurbish existing facilities and extend the Aspiration Building by almost 500 square metres.

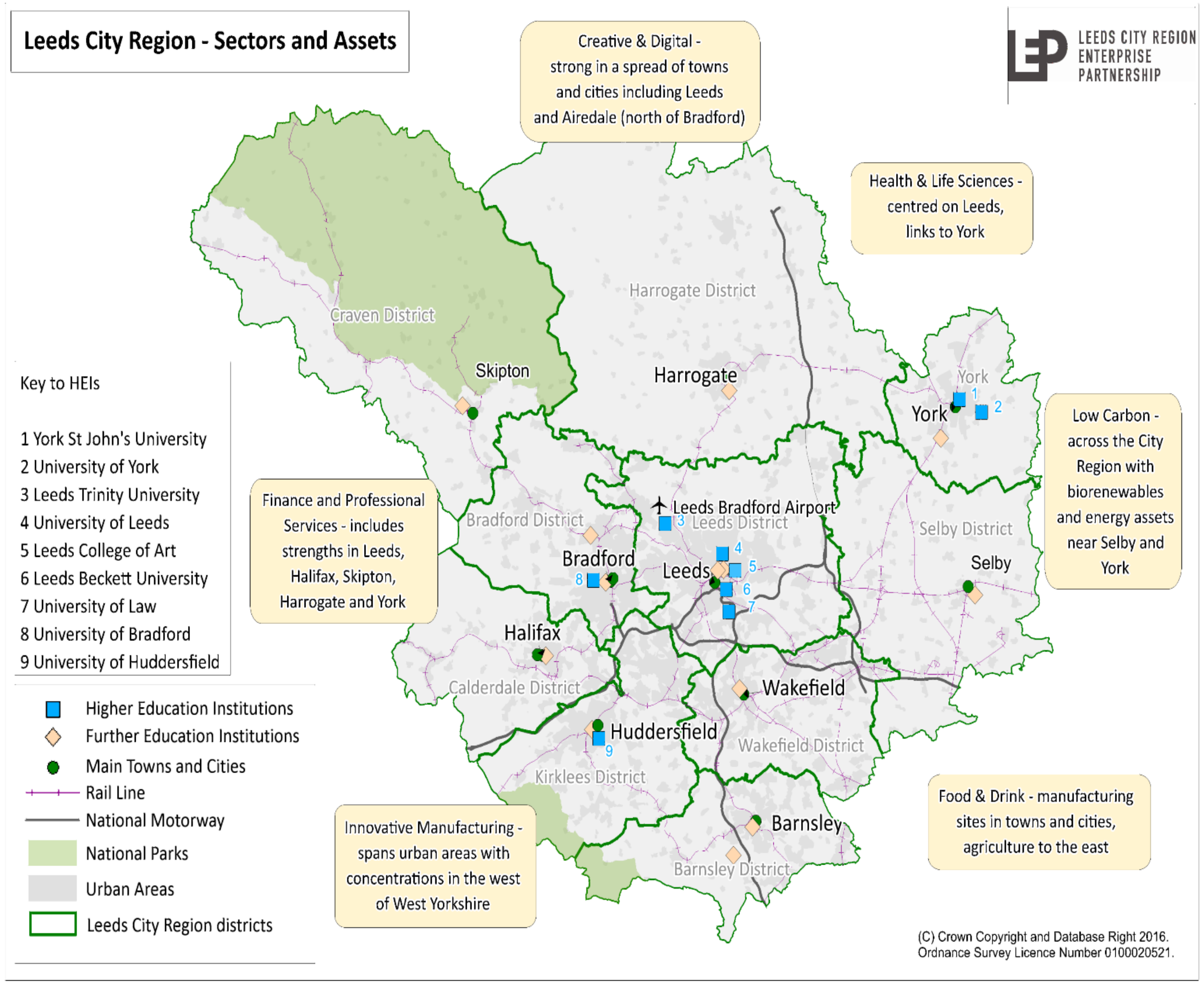
**CRAVEN** will benefit from flood resilience packages to support other government investment, and improve flood protection for businesses and communities.

The old market site in the heart of **BARNSLEY** will receive funding as part of a wider programme to deliver a high quality town centre.

# 2.3 An economy with many strengths and great assets

The size of our economy, its wide variety of economic and cultural assets and its many strengths remain a great platform on which we can build future prosperity.

- **Largest economy outside of London and the South East:** accounting for over 4% of national output.
- **Resilient:** The structure of the economy *(a broad business base and relatively large proportion of SMEs)* means that it should be more resilient to any potential downturn in any single industry.
- **Exporting strengths in Chemicals** worth £1.5bn representing 27% of the UK total.
- **Strong clusters & sectors**: largest manufacturing workforce of any LEP, largest centre of financial and strong digital sector growth (including med-tech/fin-tech).
- **Increasing numbers of people in employment:** with the creative & digital and food and drink sectors outpacing national growth.
- **Home to world-leading university research:** City Region universities are in the top five of the research rankings for six key technology areas: big data, robotics, advanced materials, agri-science, regenerative medicine and satellites.
- **A competitive business location at the heart of the UK**.




The following slides summarise our key strengths & assets set against the five foundations and four grand challenges of the national Industrial Strategy.

# 2.4 The City Region has the foundations for growth (1)

## IDEAS

Successful regions around the world are characterised by high rates of **innovation** across small and large firms, public institutions and individuals. Rates of R&D and innovation in Leeds City Region are improving, but not fast enough to close the gap with national averages.

We will continue to build on our strong foundations to accelerate progress in this area.  Our world class university and research base alongside globally competitive tech-based sectors are a critical and unique asset. They have a substantial track record in proactively engaging with and supporting businesses to innovate, start-up and grow; and are critical to the City Region's investment offer. This includes helping access funds, such as the Industrial Strategy Challenge Fund.



## PEOPLE

With a workforce of 1.3m, growing numbers of people with qualifications at all levels; improvements to GCSE pass rates, success in reducing NEETs, a high concentration of universities, and high performing colleges, the City Region is well placed to increase skill levels and employability significantly. This will support us to meet future job demands and enable people from all communities to secure more and better jobs.

Through initiatives such as the Skills Service we will continue to deliver a strategic and co-ordinated approach that brings together the work of wide ranging partners across the City Region to provide tailored local solutions based on the needs, assets and opportunities of particular places. This will include schemes to build employability skills that support business productivity and innovation and those that support access to jobs and progression.

## BUSINESS ENVIRONMENT

The City Region is a great place to invest and do business. It continues to be a priority for the City Region to provide the right environment and business support that allows businesses to unlock their economic potential.

Building on the success of our Growth Service, our aim is to drive-up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest. This will be key to making the City Region an even more productive place that can compete internationally.

The LEP will work with, and through partners to ensure that all interventions are directly targeted to local need as articulated by business, effectively coordinated so as to avoid complication and confusion, and streamlined with national priorities.

# 2.5 The City Region has the foundations for growth (2)

## INFRASTRUCTURE

Leeds City Region is located at the heart of the UK, with an extensive road and rail network, offering businesses easy access to markets and to labour with competitive costs. The City Region has witnessed important improvements to strategic infrastructure in recent years, but more needs to be done to meet our growth ambitions:

**Strategic housing and employment sites, including Enterprise Zones** in the Aire Valley, along the M62 and in York Central (managed by York, North Yorkshire & East Riding LEP) that will be developed as the location for many thousands of high quality jobs.

**The West Yorkshire plus Transport Fund** that will deliver significant enhancements to the City Region's road, rail and bus networks over the next decade, alongside the major improvements that are already in the pipeline to invest in the motorway network and to increase rail capacity and speed through the electrification programme and new franchises, and also the long term opportunities presented by **HS2 and Northern Powerhouse fast rail.** We are investing in future mobility and setting out our vision in our emerging Future of Mobility Strategy.



**Investment in strategic flood resilience programmes and high quality green infrastructure,** integral to improving the economy and safeguarding businesses, jobs and homes.

A **strong digital infrastructure,** ranging from the Super Connected Cities of Bradford, Leeds and York, to Leeds as the home of the only internet exchange outside London, to the Digital Health Enterprise Zone in Bradford.

## PLACE

Attractive, vibrant city and town centres and rural areas are important for making the region a great place where people want to live and work, and where businesses want to invest.

The City Region is a diverse and polycentric economy, made up of major cities, towns and countryside, each with distinctive assets, economic roles and priorities.

The opportunity to leverage the assets of each city and town – across urban and rural areas - in order to attract people and investment and to drive growth is huge. When aligned to wider policy objectives, for example on flood mitigation, clean energy, health and wellbeing, and economic inclusion, the impacts are amplified further.

The City Region is equally diverse in relation to the differing levels of economic and social prosperity within its boundaries. Whilst it is home to some of the most prosperous neighbourhoods in the UK, too many neighbourhoods are amongst the poorest and have not benefited from growth.

This pattern of growth sees parts of our City Region still working hard to restructure their economies and business base, reinvigorate their population centres and address long standing issues on skills, deprivation and health for example.

# 2.6 Meeting national Grand Challenges

| Artificial intelligence | Clean growth | The future of mobility | Ageing society |
| --- | --- | --- | --- |

Working with scientific leaders, the Industrial Strategy's four Grand Challenges are aligned to developments in technology, set to transform industries and societies around the world.

The Grand Challenges will take a mission-based approach where the UK has existing strengths. Each of the Grand Challenges will be supported by funding from the Industrial Strategy Challenge Fund and matched by commercial investment. Leading figures from industry and academia will be invited to act as expert advisors, led by a 'Business Champion'.



We will review and assess the City Region's existing infrastructure and expertise aligned to the Grand Challenges and explore potential opportunities for intervention. We will work with local stakeholders including universities, healthcare providers, Government Departments, and business leaders to support and develop opportunities including where there are synergies between the challenges.

The Grand Challenges provide a lens by which to view City Region activity, as well to explore local, regional, and national opportunities for collaboration. The Grand Challenges run through a number of themes of activity in the City Region delivered through the LIIS and Policy Framework.

As will be shown in the following slides, the City Region is home to numerous growth sectors, technology and digital assets which position us strongly to work with government and the private sector to contribute effectively to the Grand Challenges.

# 2.6.1 Health & life sciences

**The City Region is home to a distinct healthcare ecosystem** and is a powerhouse in terms of its contribution to the UK healthcare sector, with world leading companies, clinical expertise and research and development capacity across its universities, hospitals, healthcare and medical device manufacturing sectors.

Our strengths and assets:

- **Host to some of the leading medical device manufacturing and digital health companies in the UK**, including the Global Development and Technology Centre for DePuy Synthes - a Johnson & Johnson company, RSL Steeper, Brandon Medical, TPP and EMIS.
- **World-leading concentration of excellence in research and innovation** in the universities of Leeds, Bradford, Huddersfield, Leeds Beckett and York.
- **Host to four out of five NHS headquarters**, 13 clinical commissioning groups and 12 NHS trusts, and home to NHS Digital.
- **Engagement between companies and the science base is seen as a real strength in the region,** there is a need to sustain regional science capacity and capability through centres of research excellence.
- **Forefront of global R&D in health & innovation.** Attracted over £100 million medical technology research funding, accounting for more than 8% of all EPSRC medtech funding, with major national medtech research and innovation centres.

**Medical Technologies**

**Globally, med-tech is a key growth sector which is set to be worth £500bn in the next five years.** With a world-leading concentration of excellence in medical technologies, alongside broader healthcare industries and recognised strengths in digital health innovation, the City Region is well positioned to significantly grow this sector and secure a greater market share.

To meet this ambition, investment in public and private sector R&D, including in the region's world-class research is a priority. This will help position the City Region and UK economy strongly for the future, whilst helping meet local and national priorities, including improving growth and productivity levels, and delivering a range of wider social benefits, including reducing healthcare costs and improving patient outcomes.

In **digital health** our vision is already crystallising. Alongside significant HEI assets such as the Digital Health Enterprise Zone (DHEZ) at the University of Bradford, the City Region is home to the two market leading primary healthcare health IT systems (EMIS and TPP), the largest healthcare data platform in the world (NHS Spine) and the NHS Health and Social Care Information Centre (HSCIC).

The Leeds City Region is therefore well placed to contribute to **the AI and data economy and ageing society grand challenges.**

# 2.6.2 Advanced manufacturing & engineering

Manufacturing contributes over £6.7 trillion to the global economy. In the City Region it is worth £8.5 billion and the UK's biggest manufacturing base.

Our strengths and assets:

- **The City Region is at the heart of the UK's advanced manufacturing and engineering activity.** Business concentrations span high-tech areas such as precision engineering, electrical equipment and chemicals, as well as strengths in textiles, furniture and printing.
- **Delivering high quality bespoke engineering solutions** to a diverse range of growth sectors and technical competences including, robotics, precision engineering, metrology, clean energy, digital manufacturing and smart materials.
- **Speed and efficiency.** Manufacturing supply chains with cost effective routes to national and international markets.



**With distinct advantages in market size, workforce skills and supply chains, we are best placed to address challenges for the future of manufacturing and provide the perfect location for companies looking to grow, innovate and improve efficiency.**

- **Strength in research, innovation and Centres of Excellence across nine universities,** including the Automotive Research Centre and Advanced Materials Centre (Bradford), Centre for Precision Engineering, and 3M Buckley Innovation Centre (Huddersfield), Institute for Design, Robotics & Optimisation and Centre for Technical Textiles (Leeds) and Centre for Complex Systems Analysis and Green Chemistry Centre (York), the Virtuosity Centre at the University of Leeds.

With these strengths the City Region working with our partners we are well placed to contribute to the four **Grand Challenges.**

# 2.6.3 Innovation and digital tech will be key to our success

**Digital technologies** are changing the fundamental nature of how businesses, government and citizens interact, do business, live and play. We need to ensure that new digital technologies are used as enabling tools, bringing business, the public sector and people along together with a shared vision. It is one of the greatest sources of disruption that businesses and organisations can apply to drive innovation in the way they work and in the products and services they deliver, with the outcome being higher efficiency, productivity and growth.

More of our firms and public institutions will quickly exploit new ideas, opportunities and technologies to find solutions and achieve growth, efficiency and productivity.

Similarly, the **character, ideas, abilities and ambitions of our people** will be central to a culture that builds on the City Region's traditions and which is inventive, outward looking, collaborative, open to new ideas and laced with grit and determination.

Our diverse and polycentric economy, made up of major cities, towns and countryside, gives us the distinctive assets and opportunities we need to do this.



The City Region economy is well placed to capitalise on this for a number of reasons.
We are home to a **network of unique digital assets, capacity and capability and a critical mass of systems, physical infrastructure and skills that are enabling growth across all sectors**. If harnessed, these have the potential to set the City Region apart from other places, not just in the UK but globally.

Collaboration platforms such as IX Leeds, one of only three internet exchanges in the UK and the only one outside London; and the Leeds node of the Open Data Institute which is one of 22 nodes across 15 countries, are providing individuals, businesses and public sector organisations with opportunities to collaborate for mutual benefit.

Digital sectors in the UK contributed £118 billion to the economy in 2015: over 7% of the UK's gross value added (GVA), and exports of digital goods and services now amount to over £50 billion. Tech City UK estimates that the digital sectors are creating jobs 2.8 times faster than the rest of the economy.

However, this is not just about the digital sector – those businesses whose core business is in digital technologies. This Digital transformation can make every business in every sector more productive, wherever they are located. And this transformation is changing the skills required to not only operate in highly skilled digital jobs, but also to function and participate at a basic level in society. And none of this would be possible without the fundamental underpinning digital infrastructure architecture which allows all of these connections to be made. **Our emerging Digital Framework aims to harness these distinct assets and opportunities to help position the City Region as a global digital centre.**

# 2.6.4 Significant and growing strengths and expertise in tech

## CLEAN TECH

Global investment in renewable energy now outstrips that on fossil fuel power and the demand for low-carbon goods and services is growing.

The scale of opportunities to create new products and drive business growth in this field is expanding and could potentially grow by 11% per year between 2018 and 2030 – 4 times faster than the rest of the economy. Our energy generation sector and wider innovation ecosystem is critical to the whole UK and is a focus for national innovation and investment.

With a significant and growing business base, and eight internationally recognised centres of low carbon and clean-technology expertise, the City Region is positioning itself as one of the UK's foremost sources of national energy production, evolving from a traditional fossil fuel industry to a major producer of clean energy.

The region also hosts major manufacturers in the energy equipment supply chain, with particular strengths in electric motors, domestic appliances, engines & turbines and cooling and ventilation.

## FINANCIAL TECH

With a wealth of *FinTech firms* and the largest centre for banking services and in the UK outside of London, the City Region is perfectly positioned to become the Northern UK's Fintech Centre, contributing to the sector's estimated annual revenue of £20 billion.

FinTech assets include:

- leading companies such as BJSS, Nostrum Group, TSYS, Eclipse;
- Dotforge, the first FinTech Accelerator outside of London;
- Collaborative ecosystem with a cluster of innovative digital and creative companies;
- talent pipeline, including the highest concentration of STEM graduates outside of London; and
- respected providers of IT software, apps and project management training.

**AGRI-TECH:** The City Region has a thriving food & drink manufacturing sector, linked to great local agricultural produce and world-class agri-tech facilities. The City Region's manufacturing history is combined with its agricultural tradition in some the country's largest and most respected food and drink companies, including Northern Foods and Arla (largest creamery in Europe). There are excellent opportunities in the agri-tech and bio-economy sectors, linked to major R&D assets and business growth at Sand Hutton and Heslington East.

# 2.7 Areas that are critical to future performance

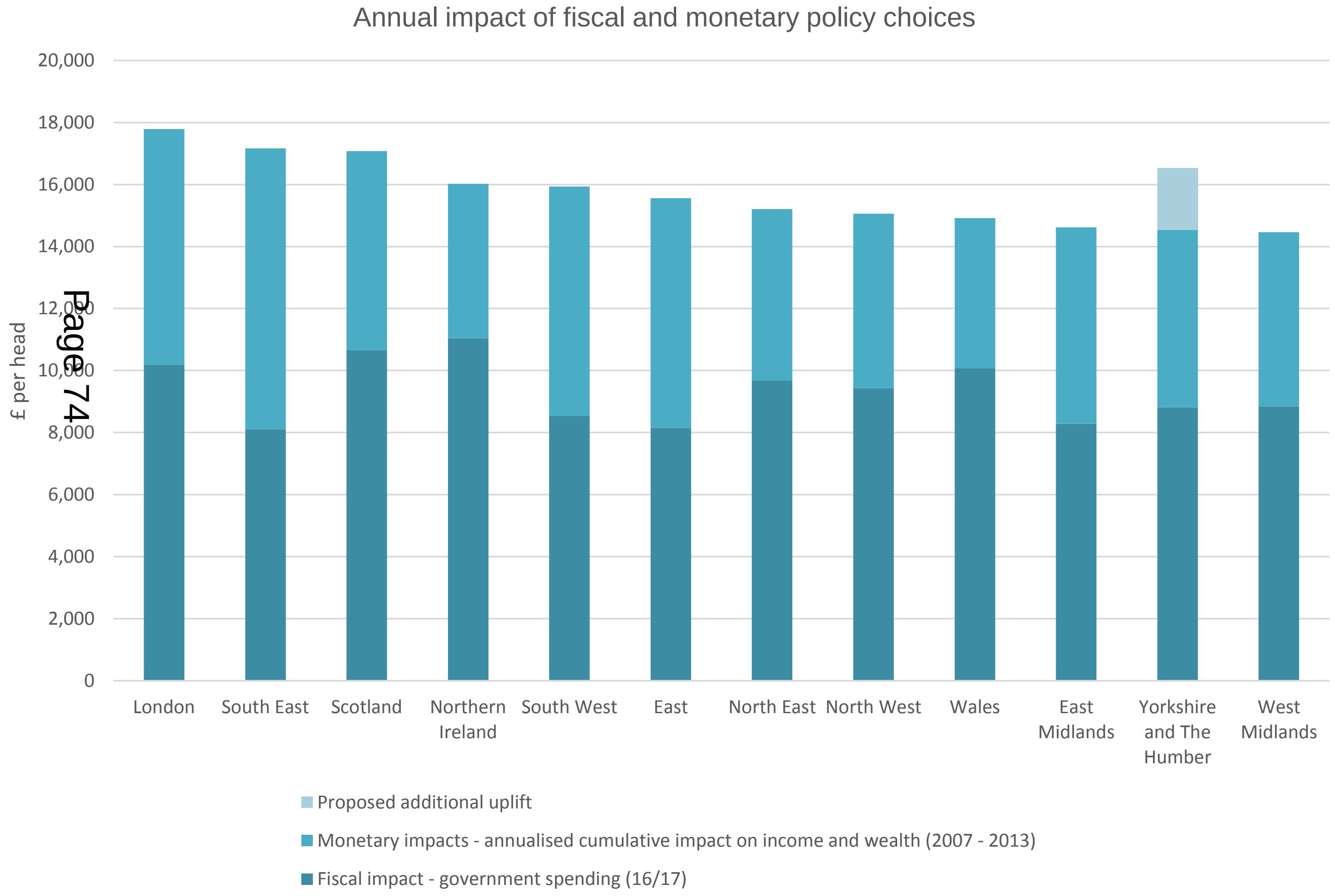
The headline analysis of the City Region’s economy shows an area with enormous potential but one that needs to address key challenges associated with productivity, innovation, exporting, skills, and connectivity if it is to realise that potential and stay both competitive and resilient in the face of changing global and national economic circumstances.

Key areas that are critical to future performance include:

- **Addressing the issues that are restricting our businesses from being more productive and achieving their growth ambitions**: labour market and skills; low carbon, energy and climate change adaptation (e.g. flood risk); and infrastructure – spanning transport, digital, housing, employment sites and key centres, and green infrastructure;
- **To innovate, compete and deliver benefits across business and society**, **our economy needs to:** create more middle income jobs; ensure that lower level jobs offer reasonable incomes and progression opportunities; and ensure that skills and potential are fully tapped and lead to reduce in-work poverty;
- **Employment creation and wage levels**: Job growth has been concentrated in posts characterised by high or low incomes, whereas the number of jobs offering middle incomes has declined;
- **Underperforming sectors**: some of our local industry sectors underperform on productivity; we need to raise mediocre and poorly performing firms closer to the level of our leading firms within each sector; and
- **Addressing the considerable variations that exist and persist across our districts and communities:** access to well-paid and fulfilling jobs for more people and reduced inequalities and poverty, as well as to long-term business success, increasing profitability and environmental sustainability.

**Our emerging LIIS and its long-term strategic propositions will be key to maximising opportunities and ensuring that we tackle the challenges we face so that our full economic potential is realised.**

# 2.8 Rebalancing the effects of fiscal and monetary policy choices

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Leeds City Region faces a number of structural weaknesses, including:

- Poor education attainment
- Low levels of skills, career progression and work progression
- Poor transport, digital and community infrastructure
- Very little research and development investment.

These challenges are often the result of decades of economic change and insufficient investment in effective solutions. Although projects are underway that seek to address these challenges, the level of investment does not equate to genuinely rebalancing the UK economy.

# 3. A local, inclusive industrial strategy for Leeds City Region: *emerging ideas*



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# 3.1 Bold, long-term proposals with the intent of driving structural economic change in the Leeds City Region

## Our LIIS will play to our strengths, helping to deliver the UK Industrial Strategy.

Building on our collective strengths and our range of specialisms, and by bringing businesses, local authorities, universities, education providers and other partners together, our LIIS aims to:

- keep the City Region and UK at the forefront of scientific research, innovation and new technologies;
- invest in infrastructure to transform the places where people want to live and work and businesses want to invest; and
- nurture future talent, address skills shortages and provide the technical skills that will drive our economy.



Spanning areas such as innovation, enterprise, skills and employment, trade and investment, digital, and investment in strategic infrastructure such as housing and transport we are developing proposals with our partners that will enable us to make real progress towards achieving the City Region's vision, whilst meeting national priorities. For example, key themes embedded within our emerging proposals include:

**Investment in 21st Century Infrastructure**

- Delivering the Leeds City Region Connectivity and Future Mobility Strategy
- Developing sustainable solutions to future transport needs
- Enhancing digital connectivity for businesses and communities

**Boosting Productivity**

- Helping businesses to adopt digital practices
- Diffusion of learning and best practice across our networks
- Supporting clusters of excellence

**Stimulating Innovation**

- Supporting the City Region's world class innovation assets and leading universities
- Working in partnership with expert partners
- Working with partners to maximise opportunities from Clean Tech, Med Tech and Advanced Manufacturing

**Progression, including High Level Skills**

- Helping to create an environment to attract and retain the best graduates
- Upskilling and reskilling workers to take advantage of digital opportunities

# 3.2 Tackling the productivity challenge

Work has commenced to identify a number of priorities and ‘big ideas’ that could form the core building blocks and focus of our local industrial strategy:

- **Transformative private sector leadership to tackle the productivity gap;**
- **The Leeds City Region Transformed by Digital Technology; and**
- **Maximising the impact of HS2 and Northern Powerhouse Rail through the development of inclusive growth corridors**

These initiatives will be delivered with a range of partners, including and going well beyond the LEP and Combined Authority, and utilising local and national funding (this will include future funding sources such as the UK Shared Prosperity Fund).

The aim is to boost earnings and living standards through sustainable and more productive businesses, with people connected in a more inclusive labour market.

This will include raising productivity in low-pay sectors, supporting growing businesses and sectors to reduce poverty, connecting economic development, and maximising the potential of anchor institutions.

A key priority for our approach in developing these ideas and proposals is to draw on emerging guidance and best practice including evaluation evidence. We have engaged a range of local stakeholders and national experts including the What Works Centre for Local Economic Growth, Centre for Cities, Yorkshire Universities and the Centre for Urban and Regional Development at Newcastle University to support our thinking.

Our collaborative approach will continue as we develop the proposals further. Building on extensive consultation undertaken for the SEP, we continue to work with business, local stakeholders and national experts.

The big ideas are summarised in the slides that follow.

# 3.3 Emerging proposals (1)

## Transformative private sector leadership

- Deliver the city region's digital framework and the Med-Tech Science and Innovation Audit as a proof-of-concept to drive growth where the city region has a global frontier leadership.
- Exploring the potential of digital supply chains to increase productivity.
- Looking at how innovation/investor readiness support and other sources of public investment could further encourage businesses to access existing funding for innovation in particular, and ways to promote further business collaboration on R&D investment.
- Ensure inward investment activity drives up productivity – including how firms locating or re-locating to the region from abroad drive increased social value across local supply chains.
- Deliver more inclusive labour markets that offer more flexible work and better progression, especially in low paid roles.
- An ambitious retraining programme, where people are no worse off by developing new skills the economy needs.





# 3.3.1 Developing dynamic clusters through Strength in Places

Academic and business partners from across the City Region are leading the development of proposals to support innovation-led regional growth by driving clusters of businesses that have the potential to innovate or adopt new technologies.

These proposals, summarised below, will be key to meeting our strategic priorities.

- **MEDTECH:** Led by the University of Leeds and building on the Leeds City Region Science and Innovation Audit, this proposal will set out the City Region's ambition to grow and strengthen the existing Medtech cluster.
- **TEXTILES:** Led by the University of Huddersfield and building on an existing cluster around West Yorkshire, the proposal will focus around the legacy textiles industry and opportunities to grow the sector through tech improvements.
- **BIOTECH:** Led by the bio renewables centre in York, the application will be focused upon building the bio-economy across the Leeds City Region, York North Yorkshire East Riding and Humber LEP areas.
- **HYDROGEN:** The Welding Institute (TWI) are leading a bid around hydrogen energy with Tees Valley LEP. The University of Leeds are collaborating with Institute towards a 'hydrogen valley' concept.
- **GLASS FUTURES:** To create a globally unique pool of expertise in glass technology across the Northern Powerhouse.
- **CLEAN GROWTH INVESTMENT ACCELERATOR**: This project will develop an innovative financing platform to unlock large-scale investments in clean growth within the Leeds City Region.
- Delivering value from **CHEMISTRY AND MATERIALS** across the Northern Powerhouse Region: the project will establish an integrated science and technology innovation network to maximise the economic impact.

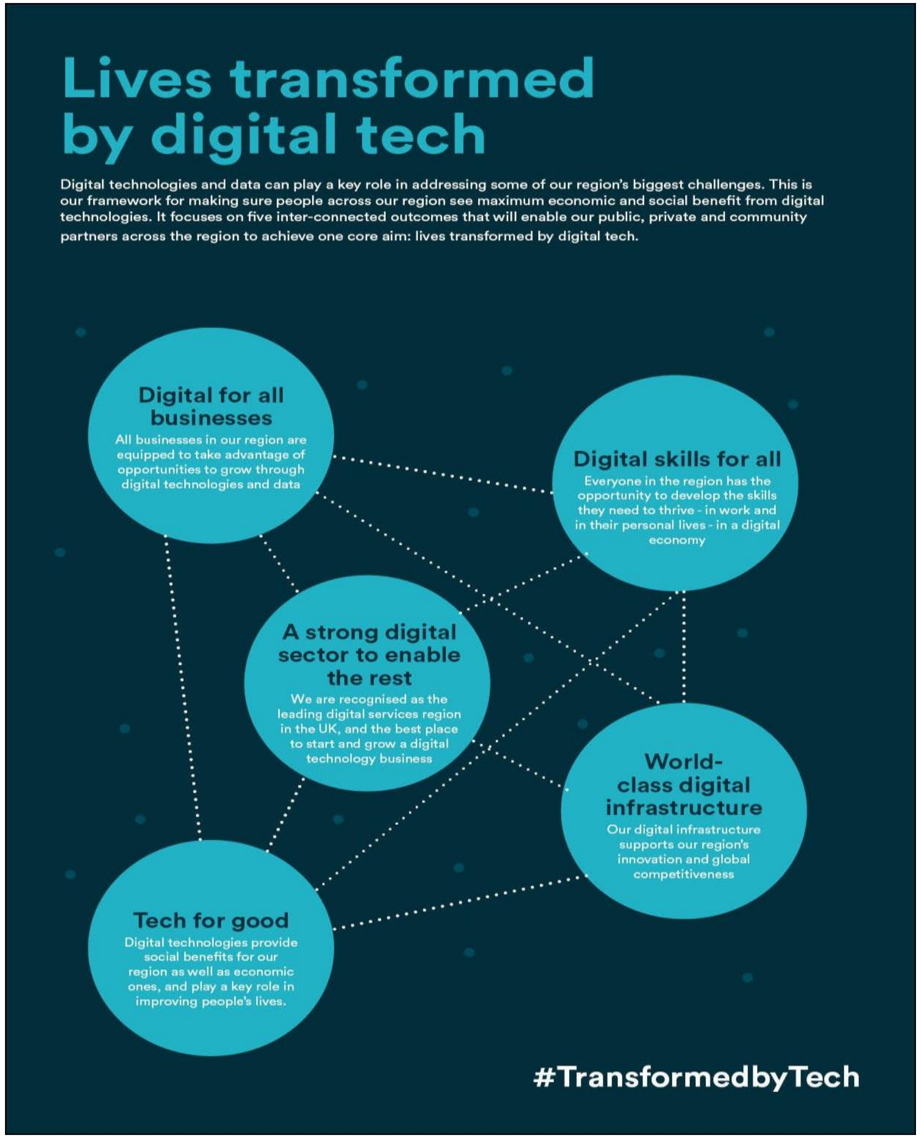
# 3.4 Emerging proposals (2)

## A City Region Transformed by Digital Technology

Work to develop a Digital Framework is now being progressed alongside work to develop the LIIS. The Framework, once established, will contribute significantly to the narrative and objectives of the digital & tech focused LIIS.

There are five strands (or outcomes) to the emerging LCR Digital Framework (which are all very much interconnected):

1. **Digital for all businesses**: all our businesses will be equipped to exploit new digital technologies and take advantage of opportunities for business through data;
2. **Digital skills for all:** giving everyone the opportunity to develop the digital skills they need to flourish in the new digital economy;
3. **A digital sector to enable the rest:** become the leading digital services City Region and the best place to start and grow a digital technology business;
4. **World class digital infrastructure:** ensure everyone can access a fast, reliable and resilient network; and
5. **Tech for good:** creating the culture to embrace new technologies and use data to solve our biggest problems and create new economic opportunities.



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# 3.4.1 Examples of actions being developed and tested

**DIGITAL SERVICE SECTOR TO ENABLE THE REST**
- Explore opportunities to establish a private sector led Digital body
- Provide the conditions for digital tech companies to thrive & flourish (finance, business support and skills/access to talent)
- Develop a marketing campaign that specifically raises the profile and visibility of the digital tech sector
- Develop a soft landing package for scale up tech firms new to the City Region

**WORLD CLASS DIGITAL INFRASTRUCTURE**
- Invest in world-class connectivity through fibre, mobile, wireless and new technologies, to homes, businesses, social housing, public spaces and public transport where market failure prevails (BDUK, etc.). Work in collaboration with Network rail, Police and NHS
- Support the development of world class ‘connectivity’ assets e.g. data centres, internet exchanges, IoT networks.

**DIGITAL FOR ALL BUSINESSES**
- Explore sector deal around Industrial Digitalisation, focused around med-tech and textiles
- Working closely with the Digital Catapult, Innovate UK and the High Value Manufacturing Catapult explore the recommendations emerging from ‘The future of UK Manufacturing report’ particularly around ‘objective brokerage’



**TECH FOR GOOD**
- Securing buy in and cultural shift from public sector partners to embrace smart region approaches
- Seeking funding and resources to develop bottom-up, scalable smart city solutions around energy and transport
- Work with partners to encourage a smarter City Region, including ODI North and Data Mill North

**DIGITAL SKILLS**
- Work with partners (e.g. Barclays Digital Eagles) and existing initiatives to support citizens with Digital skills
- Promote digital apprenticeships and degree apprenticeships
- Work closely with schools, FE, HEI (training providers) and employers to ensure we develop talent with the skills businesses need both now and in the future

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# 3.5 Emerging proposals (3)

## Transformational Connectivity: maximising the impact of HS2 and Northern Powerhouse Rail.

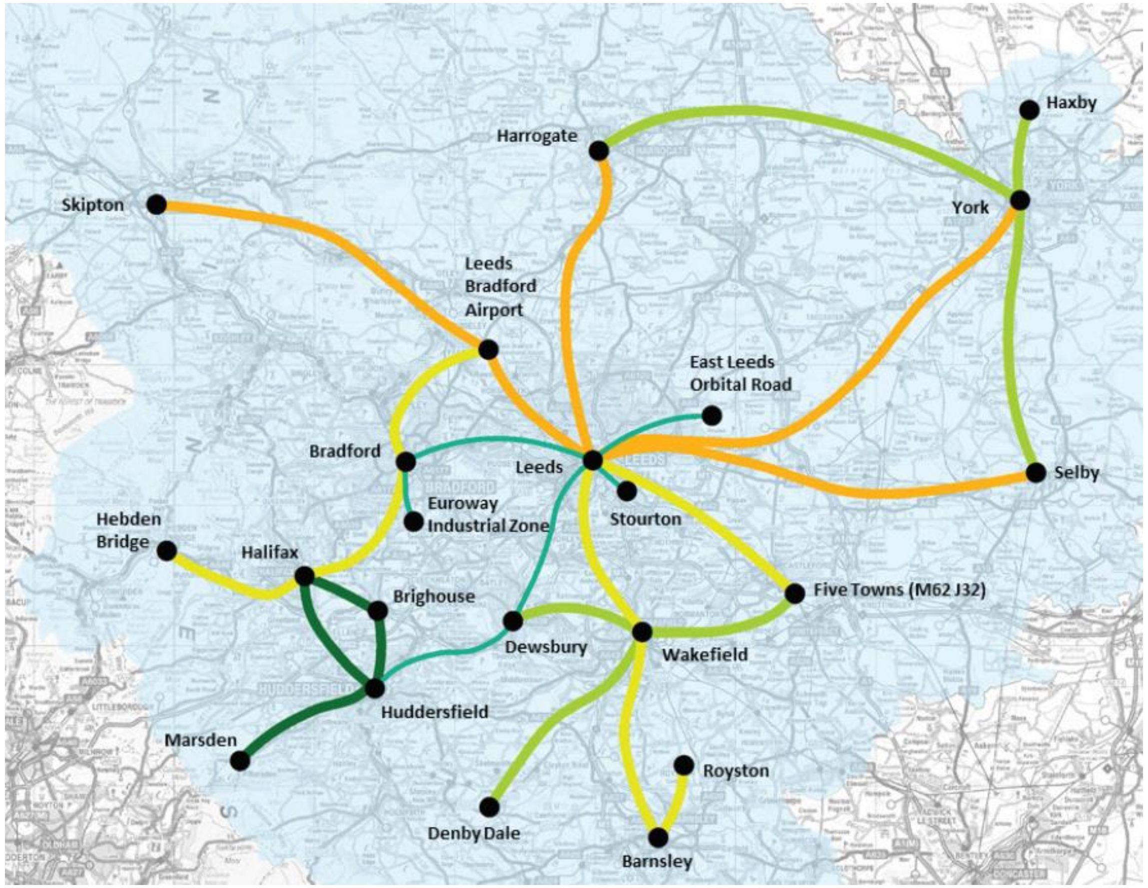
A series of inclusive growth corridor plans are being developed with district partners to help connect communities, including some of the most deprived areas of City Region, to major planned infrastructure projects.

- The development of corridor plans are one of the key strands of the Leeds City Region Connectivity Strategy. A range of connectivity options for the proposed corridor areas are in the process of being scoped through an options assessment which includes consideration of objectives including:

  - Promoting accessibility to the most deprived areas and communities;
  - Improving accessibility to areas of employment; and
  - Promoting options that align with planned commercial, industrial and housing growth.

- The resulting corridor plans will reflect a range of policy activity to drive inclusive growth, building on a comprehensive review of evidence to understand the needs of deprived communities. The plans will bring together transport and economic development policies to tackle long-standing issues.

- The Transforming Cities Fund – transforming mobility for future generations, will support delivery of the plans.

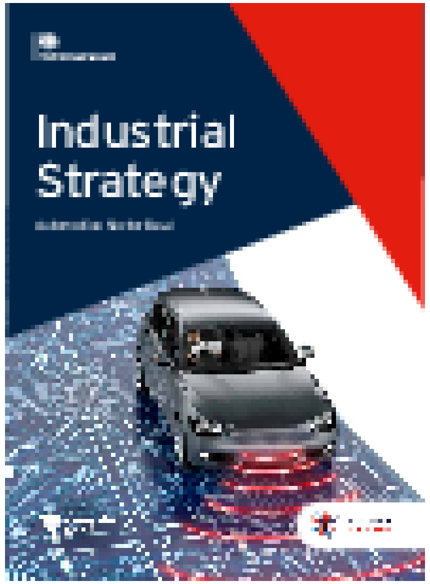


# 3.5.1 Transforming mobility for future generations

Rapid technological advances are enabling an unprecedented pace of change that will impact our cities, our environment and our society. A great deal of work is being undertaken to further understand where transport is heading (both in the UK and globally) recognising that these technological ‘disruptions’ provide both opportunities and challenges to cities and city regions.

**The future of mobility concepts being developed through our Transforming Cities Fund proposals and Future Mobility Strategy will support the Grand Challenges:**

- **Dynamic Transport:** A ‘passenger service innovation fund’ for West Yorkshire to implement demand responsive transport solutions by 2022 - this is supported by key bus operators.
- **Mobility As a Service:** A single ‘all mode’ ticketing and information app for the region. For bus, rail, cycling and car clubs, this would integrate all transport ticketing, journey planning and payment options for the region.
- **Improving access to transport for all members of society:** A ‘Door-to-Door digital transport hub’, operating across the region to help ensure that existing spare capacity in public transport services is best matched to currently unmet trip requests.
- **Research and Development:** Work with leading research institutions, such as the University of Leeds Virtuocity programme, to look at the impact of autonomous vehicles on our city centres.
- **E-Bike Transformation at our Gateways:** Delivery of a programme of urban realm infrastructure improvements, including docking stations for a first phase of E-bikes initially focused at each gateway.




Source: Automotive sector deal



LEEDS CITY REGION ENTERPRISE PARTNERSHIP

Draft for discussion

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# 4. What will success look like?

# 4.1 Our LIIS is key to meeting our long-term ambitions

**Our LIIS will be a key mechanism for:**

- Driving up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest;
- Increasing skill levels and employability significantly to meet future job demands;
- enabling people from all communities to secure more and better jobs, in turn significantly improving earnings and living standards;
- Radically increasing innovation, in particular through private sector investment in R&D;
- Positioning the City Region as a global digital centre;
- Achieving a transformational move to innovative, clean energy technology across all aspects of the economy; and
- Building a 21st century physical and digital infrastructure that supports the City Region to grow and compete globally, including delivering our target of 10,000 – 13,000 new homes per annum.

# 4.2 An emerging impact framework

## VISION

*A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE*

## AMBITION…..*BY 2036….*

To have a £100bn plus economy, becoming a positive, above average contributor to the UK economy;
To close the productivity gap with x (appropriate exemplar);
To reduce the proportion of jobs that pay less than the real living wage by x
To hit the 2.3% for private sector investment in innovation;
To reduce the employment rate gap for all disadvantaged groups by x (including all disabled groups);
To deliver 10,000 to 13,000 new homes per annum of which x will be affordable

**PERFORMANCE FRAMEWORK & KEY METRICS**
*(BASELINE/TINTERIMS & LONG TERM ARGETS BEING DEVELOPPED)*



### BUSINESS & WORKFORCE

| IMPACT AREA | METRIC |
|---|---|
| **GROWTH & PRODUCTIVITY** | • Economic output (£ billion per year)<br>• Output per head (£ per hour worked)<br>• Business birth, death and net rates<br>• Exports as a % of GVA |
| **INNOVATION** | • R&D expenditure (public/private)<br>• Investments by British private sector equity & venture capital association members<br>• % of firms engaged in product & process innovation (UK Innovation Survey) |
| **GOOD JOBS AND EARNINGS** | • Employment rate (% of working population)<br>• Economic inactivity rates (% of working age population)<br>• 20% earn less than (£ per week) / real living wage<br>• Weekly median wages (£) |
| **SKILLS & TALENT** | • % of working age population with NVQ Level 4 qualification<br>• % of working age population with no qualifications |

### PLACE

| IMPACT AREA | METRIC |
|---|---|
| **COMMUNITIES** | • Absolute low income – children living in households with income below 60% of medium income<br>• Residents satisfaction with their local area - % of people either satisfied/dissatisfied with their neighbourhood<br>• Quality of life/place – Halifax quality of life survey |
| **ENERGY & ENVIRONMENTAL SUSTAINABILITY** | • CO2 emissions per capita<br>• Air quality (% deaths attributed to air pollution)<br>• % of households in fuel poverty<br>• Area of land experiencing a reduction in flooding likelihood (hectares – EA stats) |
| **SITE DEVELOPMENT** | • Area of developed land (hectares)<br>• Housing units completed by tenure/affordability<br>• House price/land value/rental effects<br>• Commercial floor space constructed/refurbished |

### TRANSPORT & CONNECTIVITY

| IMPACT AREA | METRIC |
|---|---|
| **TRANSPORT** | • Satisfaction with transport infrastructure National Highways & Transport Survey<br>• Satisfaction with public transport (WYCA customer survey)<br>• Widening labour markets (deprived communities) – access to urban centres/employment within 20/40 mins using public transport/cycling, etc.<br>• Mode share (Key route network speeds/Traffic volumes, Km of new cycle facilities)<br>• % of smartcard/m-ticket transactions |
| **BROADBAND** | • Business premises with superfast broadband service made available<br>• Households with superfast broadband service made available<br>• Download speeds<br>• Take-up |

# 4.3 What will our ambition for inclusive growth look like across our region?

Our vision for **Inclusive Growth** is an ambition for both the right quantity *and* quality of growth. It is about creating a strong, productive and resilient economy where a radical uplift in business competitiveness, productivity and profits go *hand in hand* with access to good jobs that pay higher wages, and where all residents have access to opportunity and enjoy improved quality of life.

The value of this is clear - people are better off, the local economy is boosted, the environment is improved, society is fairer and government is able to spend less on welfare and public services. This will underpin everything we do and be used as a principle against which we will test and measure success.



**FOR PEOPLE:** The benefits of growth do not automatically trickle down to all, so we will adopt an approach that will proactively prioritise options to extend job and income opportunities to *all* communities. Many more jobs will be 'good' jobs, defined by decent income, fair terms and appropriate flexibility and security, where effort is recognised and people have the opportunity to learn, contribute, progress and work in a safe and healthy environment.

This new norm, coupled with higher productivity, will raise pay and incomes over time, helping to reduce in-work poverty. Graduates and other young people will not need to leave to find work which befits their skills. More people in good jobs will have benefits for health, just as improved health will widen the labour pool and enhance productivity.

**OUTCOMES WILL INCLUDE:**

- People, including those facing challenges and disadvantage accessing jobs and progressing to higher earnings
- Focus on quality jobs to underpin productivity improvements and higher wages

# 4.3.1 What will our ambition for inclusive growth look like?

**FOR BUSINESS:** this will equate to **heightened productivity** and increasing numbers of businesses that make 'inclusive growth' an intrinsic part of their long-term corporate strategy and the route to delivering value for shareholders. Their outlook will span both local supply chains and international markets, embodying an open and collaborative culture.

They will strive to offer 'good' jobs that, along with investment in the skills they need at all levels, will enable them to attract and retain the talented people they need to grow and to move into higher value product and service markets. This will be challenging in some sectors (e.g. retail, catering and care) but we will work together to help businesses find practical, realistic solutions that help move them along a path towards good growth.

**OUTCOMES WILL INCLUDE:**

- Greater productivity, innovation, enterprise and best use of tech to improve earnings
- Business access to widest possible labour pool
- Focus on the quality of jobs, progression and business practices



**FOR THE ENVIRONMENT:** We 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 promote flood alleviation.

**OUTCOMES WILL INCLUDE:**

- Enhanced productivity via energy solutions, smart cities
- Energy solutions that benefit disadvantaged communities
- Improved air quality

# 4.3.2 What will our ambition for inclusive growth look like?

**FOR PLACES:** ***High quality and connected places*** are intrinsic to inclusive growth. Our distinctive variety of places will offer outstanding quality of life through their unique business, physical and environmental assets, as well as their diversity of culture and heritage.

Vibrant, regenerated town and city centres will be people friendly, no longer dominated by the car and with clean air and the highest quality green infrastructure and public realm. This will sit alongside a rural hinterland that plays its full and highly significant role in the City Region economy. There will be enough of the right-sized, high quality, carbon neutral homes in the right places to give residents a choice of where they want to live in safe communities at a price they can afford.

Places will be connected by high quality ***transport and wider infrastructure*** that serves the needs of people and businesses. Movement between towns and cities will be easy and fast, based on a single 'metro style' public transport system that connects residents to jobs and companies to their markets with ease and reliability.

HS2 and a fast east-west rail connection across the North of England, plus improved access to Leeds-Bradford and Manchester International Airports, will ensure excellent physical links to the rest of the UK and the world. Schools and colleges, green infrastructure, flood prevention and management measures and digital connectivity will likewise be comparable to the best in the world and will give the City Region a global reputation that readily attracts skilled people and investment.

**OUTCOMES WILL INCLUDE:**

- The right scale, location and quality of transport, housing and digital infrastructure to enable access to opportunity for everyone
- Infrastructure investment/services aligned to policy in business growth, skills and energy
- Future proofed green and transport infrastructure solutions
- Disadvantaged communities able to access jobs in investment schemes

# 5. Next steps

# 5.1 Next steps

The Government has stated that it will sign off all Local Industrial Strategies by early 2020, prioritising areas with the potential to drive wider regional growth and focusing on clusters of expertise and centres of economic activity.

We believe that we meet these criteria and that we are ready to begin discussions with the Government about the development of LIIS for the Leeds City Region.

This document summarises our key strengths and assets and planned approach to developing an ambitious LIIS, building on what our region has achieved together over recent years. We have set out our initial thinking, based on our engagement so far, and we would welcome further views on it.

We look forward to working with Government and our partners on the development of a LIIS that will deliver long-term solutions to the opportunities and challenges facing the City Region, the North, and the national economy. A successful and vibrant City Region economy is key to delivering national Industrial Strategy and the ambitions of the Northern Powerhouse.

In the meantime we would like to hear about how it should be implemented in practice, and anything else which may be required to help the City Region become a more productive, prosperous and inclusive place.

**How to contribute?**

- By email……..
- By social media……..
- In writing……….

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# Report of the Strategic Director (Place) to the meeting of Regeneration & Environment and Overview and Scrutiny Committee to be held on Tuesday 20 November 2018

**X**

## Subject:

**The management of waste and recycling activities within the District**

## Summary statement:

**This report provides a description of the current management of waste, and gives an update on the work programmes undertaken in 2018, and those planned for 2019, to improve the management of waste to more sustainable levels in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015).**

**The report also provides performance details for the year 2017/2018**

Steve Hartley
Place Strategic Director

Report Contact: Susan Spink
Principal Officer Waste Management
Phone: (01274) 434779
E-mail: susan.spink@bradford.gov.uk

**Portfolio:**

**Cllr Sarah Ferriby**

**Overview & Scrutiny Area:**

**Regeneration & Environment**

## 1. SUMMARY

This report provides details of the current management of waste by providing a description of waste service operations, and an update on the work programmes (established in 2015) undertaken in 2018, and those planned for 2019, to manage waste to more sustainable levels (e.g. minimise residual waste and increase recycling) in line with the Waste Strategy (Municipal Waste Minimisation and Management Strategy 2015).

The report also provides relevant performance data for the year 17/18

## 2. BACKGROUND

The Council has statutory responsibilities for the following waste streams which are currently managed by waste services:

- Kerbside collections of recycling from residents;
- Kerbside collections of residual household waste from residents;
- Bulky waste collections upon request from residents (paid for service);
- Clinical waste collections upon request;
- Provision of Household Waste Recycling Centres (HWRCs) across the district;
- Closed Landfill site monitoring;

In addition to the above, waste services also provide the following services:

- Kerbside collection of garden waste (a non-statutory paid for service upon request);
- Chemical advisory services to residents;
- Trade waste services to commercial businesses (paid for service); and
- Clinical waste collections to commercial businesses (paid for service).

All the above services are provided by in house operations (described below), which are supported by several external contracts with the private sector for treatment of recyclates, residual waste and disposal services.

### 2.1 Current Services (2018)

**Kerbside Collections**
During 2017 the collection service moved from a weekly collection of residual waste and a fortnightly collection of recyclates requiring 28 residual rounds and 13 recycling rounds: a total of 41 collection rounds, to an Alternate Weekly Collection regime (AWC) where residual waste is collected on one week, and recycling the next, requiring only 33 rounds. As such the residual and recycling rounds mirror each other, meaning the same vehicle and crew collect both the residual and recyclates collections using the standard 3 axle 26 tonne gross weight refuse collection vehicles with a driver and two loaders.

The rural areas of the district have also moved to Alternate Weekly Kerbside Collections with the introduction of Collections Points to enable access for the 26 tonne vehicles.

The typical receptacle for residual waste and recyclate is a standard 240L wheeled bin.

**Kerbside Recycling**
As part of the move to AWC, there has been an increase in the types of recyclates collected at the kerbside, all the recycling is simply deposited by the householder into the grey coloured recycling bin. This makes our system one of the simplest systems for the householder to use.

**Garden Waste Collections**
This is a non-statutory paid for service which commenced in June 2016, and has proved very popular, with over 34,000 customers signing up for the service in 2017, and over 35,000 to date in 2018. This service currently utilises 4 collection rounds using 26 tonne gross weight refuse collection vehicles. This provides a 12 x 4 weekly collection cycle, with no collections from early December to early January. The present annual charge for this service is £36 paid for up front.

An early bird discount scheme has been in place since the commencement of the chargeable service. In year one 20% was offered on the introductory price of £35, therefore £28 if it was paid before the 31st May 2016. In the subsequent two years a discount of £5 has been offered based on the annual subscription price of £35 for 2017 and £36 for 2018 (increase to cover inflation). The early bird discount has been very popular with residents and our income target is being achieved within this time.

**Bulky Waste Collections**
This service is provided to domestic residents via a request system, for which an up-front charge is levied. The scale of charges relates to the number of items requiring removal, and a collection date is now provided at the point of service request. Collections are provided by a single team working Tuesday to Friday, with demand for the service remaining fairly consistent at approximately 10k requests producing around 1,100 tonnes annually.

**Clinical Waste Collections (domestic)**
The Council has a duty to collect certain clinical waste free of charge from residents who are treating themselves at home. The service uses a single driver/operative and a specialised collection vehicle.

In addition to providing a clinical waste and offensive waste collection under section 22(3) of the Control of Pollution Act 1974 or section 89, 92(9), 92C(3) or 93 of the Act which is to be treated as household waste or commercial waste in accordance with entries 1 to 6, the service generates income by providing this service to other 3rd parties where we are not required under statutory provision to provide this.

Income generated for the last 3 financial years for this additional collection service is shown in Table A below;

**Table A**

| 2015/2016 | 2016/2017 | 2017/2018 |
|---:|---:|---:|
| **89,438** | **108,181** | **105,343** |

**Chemical Advisory Service**
The chemical advisory service via one operative and a van provides to householders within the district an inspection, consignment, and transportation to correctly collect and dispose of small quantities of unwanted hazardous wastes that may be found at domestic premises, such as:

- Chemicals;
- Pharmaceuticals;
- Herbicides;
- Poisons;
- Chemical reagents;
- Unidentified powders and liquids.

This service also collects hazardous waste (as listed above) deposited by the public into special purpose containers located at the Household Waste Recycling Centres (see below). The service also undertakes some commercial collections to other establishments within the district, such as Schools and Hospitals. The service carries out some consultancy work for other Local Authorities and schools for which it levies a charge. Income generated over the last three years is shown in the table B below.

**Table B**

| 2015/2016 | 2016/2017 | 2017/2018 |
|---:|---:|---:|
| **7,491** | **14,833** | **23,469** |

**Household Waste Recycling Centres (HWRCs)**
The Council currently provides household waste and recycling services to the district's residents at eight locations across the district, accepting waste, some of which is not normally collected from households by the refuse collection service. These sites are staffed and open 362 days per year, providing a wide range of containers to encourage recycling. A van permit scheme was introduced in 2006 to combat abuse of such sites by traders. In 2013 a residents' only permit scheme was introduced to control cross border activity.

In March 2017 every household in the district was issued with a permit as part of the annual council tax papers sent to all 225,000 households. This now makes HWRC permits universally available to all our residents, encourages responsible management of domestic wastes and promotes greater recycling. This initiative was also important in supporting the move to AWC in 2017.

Materials accepted at HWRCs include; residual waste, paper, cardboard, metal, glass, green waste, wood, plastics, cartons, tyres, shoes, textiles, books, oil (both engine oil and vegetable oil), paints, carpets, mattresses, plaster board, push bikes (which go to a reuse scheme) soil, bricks and rubble, polystyrene, batteries, light bulbs, florescent tubes, electrical equipment and unwanted household chemicals. Certain HWRCs, with prior notice, also accept tyres, gas bottles and bonded asbestos waste from residents.

These sites also provide a local outlet for some precinct sweepers to reduce their travel time to tip.

**Transfer Loading Stations (TLS)**
The service has two transfer loading stations one at Bradford, Bowling Back Lane and one at Keighley, Royd Ings Avenue. The TLS is where the waste collected is tipped off and weighed. The two loading stations receive approximately 200,000 tonnes of waste per year ranging from domestic, bulky, co-mingled, green, wood, sweepings and glass waste products.

The domestic, bulky, co-mingled and green waste are all moved by our own articulated vehicles, the Council has a fleet of 10 articulated units and 11 bulk ejection trailers, 4 loading shovels and 4 rolonof vehicles, with a total of 25 staff managing the operation of both sites throughout the year. The recycling waste from Keighley TLS is transported to Bradford where it is processed through the MRF.

The other waste products glass, wood and sweepings are removed from our transfer stations by third party companies.

**Bring Sites**
The Council previously provided Bring sites: a network of mini-recycling sites which provide a series of recycling banks often located in public areas, such as supermarket car parks. These provided facilities for residents to recycle glass bottles, jars, textiles, plastic bottles, paper, cans etc., and 6 sites which included WEEE Banks for small electric items.

However there have been many instances of fly tipping at these sites and the recycling banks were not always being used in the correct way. We received a number of requests to remove them and we were requested by the Management of Morrison's, Mayo Avenue, to close this site because of persistent fly tipping. We then looked at the costs associated with providing this service – the vehicles, the recycling banks, collection and disposal of the waste. Following the introduction of AWC and the provision of free recycling bins to residents along with the recycling facilities available at the HWRCs, the provision of Bring sites was no longer considered viable. The Council have therefore now removed all their recycling banks from Bring sites.

**Nodes**
2016 saw two Recycling Collection Nodes piloted in Bradford City Centre for residents living in multi occupancy accommodation. There are now four Nodes within the City Centre placed strategically for residents and pedestrians to recycle, glass, cans, plastic bottles, paper and cardboard. In the coming months the signage on the Nodes will be changed to reflect the increased amount of materials which can now be recycled.

The Nodes are collected fortnightly by the Rear End Loader (REL) wagon and the Trade Waste Paper/Cardboard wagon. There have been some instances of contamination of non-recyclable material on occasions but it has not been a major problem. Consideration is currently underway to site two further nodes at newly refurbished Multi Occupancy buildings in Keighley.

**Trade Waste Collections**
The Council operates a Trade Waste collection service to local businesses which currently has 3,600 customers, collecting around 19,500 tonnes per annum of waste plus around 800 tonnes of recyclates via 6 collection rounds using a wide range of receptacles from small blue coloured sacks, to wheeled bins, skips and large containers.

Following the restructure of Waste Services the contract side of Trade Waste was moved into the operational side of Waste Collections. The following process improvements to the future delivery of the service have been identified and when implemented will realise cashable savings.

1. Full automation of the administration procedures
2. Reduction of one round
3. Initial deposit prior to service commencement to avoid the accumulation of bad debt
4. Consideration of how the domestic refuse collection, trade waste service and trade waste collection service can better support each other.
5. Including a recycling offer as part of the overall Trade Waste service offer.

Business and process changes will take place over the next 12 months. The service is currently examining the existing administration processes and identifying improvements. The back office processes are to be fully automated. The Council has issued a procurement for a new Trade Waste database which will eliminate back office paper processes. This will also include the production and management of invoices and payments processes which will alert the service to stop collection if a payment has not been made thus ensuring that the Service does not incur any future bad debt. The new Trade Waste database will allow customers to self-serve via a portal which will also alert customers when payments are due and if not paid will mean that their collection will not take place.

In addition to the above improvements, a more commercial and professional approach to the service is due to be launched later this year. Standard letters, a new commercial agreement, new vehicle signage, redesigned website and more business centred focus will be adopted which will increase revenue through expanding the customer base and reducing the number of customers that do not pay for the service they receive.

As part of the Trade Waste service some all in one recycling is offered to schools that have a Trade contract in place. Further recycling options are being considered but this will require a review of the charging policy which will be carried out in early 2019

**Clinical Waste Collections (commercial)**
The Council offers trade waste collection contracts to collect clinical wastes from commercial establishments utilising spare capacity from the domestic clinical collections. The Council collects approximately 21 tonnes of clinical waste each year from both households and commercial establishments which require specialised treatment and disposal via a treatment contract.

**Closed Landfill Sites**
The Council currently manages five closed landfill sites at; Dean House Farm, Manywells, Odsal, Sugden End and Wilson Road. Closed landfill sites are governed by the Environmental Permitting (England and Wales) Regulations 2016.

These sites were previously used for the disposal of domestic and industrial waste generated by households and businesses from across the District. These sites are managed by our Specialised Waste Team.

Following closure of a landfill site it may require gas control measures to be installed. Manywells and Sudgen End both have gas pumped out and burnt by a process known as ‘flaring’

Flaring takes place in specially built flaring units which break down the main part of the gas (methane) into carbon dioxide and water. Methane is a potent greenhouse gas and burning it in this way greatly reduces its impact on Global Warming.

Bacteria in the buried waste cause it to decompose, producing landfill gas containing methane (CH4) and carbon dioxide (CO2). This process can last for more than 50 years. Methane has to be carefully disposed of as it is potentially flammable or explosive and is a potent greenhouse gas. It is one of the jobs of the Specialised Waste Team to ensure that landfill gas is safely managed.

All of our sites are monitored on a weekly basis and a report is sent to the Environment Agency with the data collected from the sites every three months. This is a statutory requirement.

**Waste Treatment**
There are several contracts in place for the treatment of recyclables and residual waste. During 2017 a number of the contracts with recycling merchants came to an end, and have been retendered, this included glass and cardboard.

The new waste treatment contract for the Council’s residual waste commenced April 2018. This 12 year contract was awarded to Associated Waste Management. (AWM) At present the contract is working well and performance will be fully reported to this committee after the first years operation.

**MRF**
2018 has seen further development of the Materials Reclamation Facility (MRF) located at the existing Bowling Back Lane site, in order to support the move to AWC and the co-mingling of recyclates from the kerbside. A mix of mechanical and manual picking separates out various recyclates and contamination, to produce mixed glass, cardboard, mixed papers, steel tins/can, alloy tins/cans and mixed plastics.

An additional shift was added to enable the processing of all the recyclates through the MRF, however, the levels of contamination resulted in the requirement for a new trommel to take out the contamination at the front end of the MRF. The Council entered into procurement for such but the Contractor was unable to deliver within the terms of the procurement.

The trommel was planned to sit at the front of the Materials Reclamation Facility (MRF) to remove the majority of contamination prior to decent quality recyclate then passing through the MRF to be sorted and 'polished' into a higher value/quality recyclate. It would also have enabled the MRF to operate at a speed capable of handling all of the district's recyclate, i.e. 30-35,000 tonnes and thereby derive total value from the district's recyclates.

Contamination of recyclates at the kerbside is a major concern and awareness and education campaigns continue alongside enforcement. Waste Advisors are a crucial role as is the Recycling Ambassador programme, launched during National Recycling Week (September 2018) to supplement face to face contact in every ward.

The working of the MRF has now been revised to enable it to operate at a higher speed and reduces the number of staff required. The Council secures value from the recyclates that it still removes at the MRF and is using third party contractors to further sort the recyclates. The arrangement reduces the amount of cost that the Council has to pay to dispose of contamination within the collected recyclate and is being trialled for a short period to determine the Councils longer term solution.

### 2.2 Work Programmes

**Municipal Waste Minimisation and Management Strategy (MWMMS)**
The Council's Municipal Waste Minimisation and Management Strategy was approved by the Executive in January 2015, and highlighted future waste policy development and the need to manage waste to more sustainable levels, by minimising waste, encouraging re-use and improving recycling at the kerbside and reducing levels of residual waste. The strategy is currently being revised to take into account all the changes which have been introduced in the last three years and to inform on the current and proposed changes to ensure the Council achieves its statutory obligations and targets with the ever changing legislation on Waste Management.

In addition the Government is developing its own Waste and resources Strategy which is understood to be in its final stages of production and is expected to be published before the end of the year. Cleary the Council will need to take account of the detail of this strategy in planning for the future of waste handling within the district.

**Waste Programme**

<u>Alternate Weekly Collection</u>
The introduction of the Bin Policy in 2015 and AWC in 2017 were the biggest changes to the collection service since the introduction of a wheeled bin collection

method 20 years ago. The changes have had an impact on up to 225,000+ properties across the whole District.

All residents including rural now have the same collection day but on alternate weeks for both residual and recycling. The same crews and vehicles follow the same rounds each week just collecting a different bin which means we have a more consistent, efficient and cheaper waste collection service.

The service has been working hard to ensure residents have means to recycle and since the implementation of the Bin Policy over 95,000 recycling bins have been delivered to residents across the District.

Enforcement

Enforcement of the Bin Policy has been carried out in conjunction with proactive engagement and behavioural change activities with residents across the District as outlined below. The crews use In-Cab technology to log any property which does not comply with the Bin Policy or produces contaminated recycling. This information is then used to issue a Section 46 notice to the householders detailing what action they need to take to rectify this and prevent further action. Where a householder continues to present uncontained waste (side waste) an overloaded bin or contaminated recycling the Council reserves the right to take appropriate enforcement action which can lead to a fine being imposed on the householder(s).

The current number of Enforcement notices which have been issued since March 2016 is shown in the table below:

| Bin Policy - Additional Bin / Side Waste | |
|---|---|
| Bradford Area | Stage 1 = 4797 |
| | Stage 2 = 143 |
| | Stage 3 = 0 |
| Keighley Area | Stage 1 = 1731 |
| | Stage 2 = 68 |
| | Stage 3 = 0 |

| Recycling Contamination | |
|---|---|
| Bradford Area | Stage 1 = 4286 |
| | Stage 2 = 0 |
| | Stage 3 = 0 |
| Keighley Area | Stage 1 = 677 |
| | Stage 2 = 2 |
| | Stage 3 = 0 |

Engagement & behavioural change

Changing behaviours through education, engagement and enforcement are key, as is improving and introducing a systematic and consistent approach to communications across the district in respect to waste and waste management. This is achieved through a wide range of formats i.e. leaflets / posters / letters /stickers / website / press / radio/ Council APP /Facebook /Twitter /Stay-Connected / and Road shows held at events and throughout the communities.

A programme of intense targeted marketing communications work has been planned focussing on specific areas which have been highlighted as having high levels of contamination of recycling bins by staff at the MRF.
Firstly, a Recycling Advisor accompanies the crews and checks recycling bins, placing contaminated bin hangers on any bins which really need emptying with the general waste bins due to high levels of contamination. These bins are then emptied the following week so that they can be used for recycling in the future. A note is made of the addresses for enforcement in the future if necessary.

Recycling Advisors then visit the area to post through a letter and leaflet explaining that there are issues with contaminated bins and highlighting what can go in each bin (in simple pictorial form). Monitoring then takes place for the next few weeks, combined with door knocking at properties that may not be recycling as much as they can, or are confused about what goes in which bin. Enforcement letters are sent if the householder persistently contaminates their bin or places more than one bin out for emptying.

Information and demonstration bins are also placed in local public buildings, such as community centres and libraries to reinforce recycling messages in the target area.

The first area targeted was Fagley and initial results have been very encouraging, with both crews and staff at the MRF noticing that bins are not as contaminated and are generally fuller as a result of the campaign.
Work is now underway at Ravenscliffe, along with other partners including Wardens and PCSOs, whilst Fagley continues to be monitored. A thank you postcard will be delivered in a few weeks to thank residents for their efforts and keep up the good work.

<u>Recycling Advisors</u>
The promotion of recycling is a vital part of reducing the amount of residual waste the Bradford District needs to dispose of. We have four Recycling Advisors who work across the District visiting households and advising them of how to manage their waste in line with the Bin Policy. This has proved to be an invaluable way of engaging with residents. The advisors look at the households needs and advise them on how they can reduce the amount of residual waste they produce by simply recycling. They also advise on what items can be recycled and will order as many recycling bins as the residents need to manage their waste effectively. The recycling advisors also visit residents who have requested a larger 360L residual bin to ensure the household meets the criteria of 7 or more residents in the property.

<u>Recycling Champions</u>
As a further recycling initiative we are looking for residents of the District who are interested in becoming volunteer recycling champions and willing to provide advice and guidance to other residents on a voluntary basis and help others to recycle more and waste less. We have received over 100 expressions of interest. Meetings are scheduled 7th & 12th November 2018 at City Hall for all the residents who are interested in becoming a recycling champion for Bradford Council.

Being a recycling champion is all about encouraging neighbours, friends, family and colleagues to reduce reuse and recycle, making a positive difference in the community and even learning new skills.

Anyone who is over 18 and is interested in recycling and environmental issues can become a recycling champion – they don't need any specialist knowledge, just be enthusiastic and willing to speak to other people, put large stickers on the side of their bins which will say 'Ask me about recycling', be prepared to answer any queries their neighbours may have or get in touch with the Council on their behalf to find out more. They will receive:

- Informal training
- Bin stickers to put on the side of their recycling wheelie bin
- Annual thank you event
- Stay connected monthly newsletter
- Access to extra information or promotions
- Up-to-date information before anyone else

At the informal training they will also be asked to let us know if they are also prepared to:

- Share information with any groups they are involved in e.g. faith organisations, voluntary groups, parish councils
- Give talks to local groups
- Proactively distribute information in their local area
- Assist at local events/road shows
- Give feedback about what is working well or not

<u>Waste service infrastructure</u>

This project has improved efficiencies within waste management through better ways of communicating, data collection and improved service delivery both internal and externally including routing systems and back office integration with oracle/arc GIS. This has replaced previous ad hoc systems with supported solutions. The routing of the residual and recycling rounds, rural rounds and garden waste has been completed and we are currently working on the trade waste rounds which will be followed by the bin delivery rounds.

The service is undertaking a piece of work determine information via GIS mapping that will support the further development of work organisation by understanding the location of;

1. The mapping and location of collection points across the District
2. Alternative solutions to the collections points
3. Problem collections points
4. Contamination at collection points
5. Rural Garden Waste collection points and the possibility of increased income

## 2.3 Service Performance

Local Authority Collected Waste (LACW), formerly known as Municipal Waste, is the total amount of waste that Waste Services handles; this includes waste from domestic collections, Household Waste Recycling Centres (HWRC), street cleaning operations and trade waste collections.

Household Waste (HW) which forms the majority of LACW, is that waste which arises from domestic situations, and includes kerbside collections of residual waste and recyclates, green waste collections, bulky waste collections, and waste and recyclates delivered by residents to HWRCs. It also includes street litter collected from around the district which under Waste Data Flow is classed as household waste.

Table 1 shows the overall results from 2013/14 to 2017/18 for LACW and HW.

**Table 1 Waste Arising's**

| | **2013/14** | **2014/15** | **2015/16** | **2016/17** | **2017/18** |
|---|---|---|---|---|---|
| LACW (tonnes) | 222,837 | 225,645 | 233,323 | 231,453 | 222,002 |
| HW (tonnes) | 194,859 | 197,455 | 204,418 | 201,190 | 191,681 |

The interesting feature here is that despite continued growth in the number of households (as shown in Table 2 below), the upward trend in waste arising since 2013 has been halted, and shows a reduction of 835 for LACW and 3,178 tonnes for HW for 2017/18.

**Table 2 Bradford Infrastructure**

| | **2013/14** | **2014/15** | **2015/16** | **2016/17** | **2017/18** |
|---|---|---|---|---|---|
| No of Domestic Properties | 211,285 | 213,915 | 215,369 | 222,696 | 224,915 |
| Population | 525,900 | 527,600 | 529,900 | 532,500 | 534,800 |

Further analysis of 2017/18 results for kerbside collected waste tonnes are quite interesting (as shown later in Table 4), and show a reduction of 10,656 tonnes in kerbside collected waste compared to 2016/17. This larger reduction (than shown in Table 1) can be explained by the tonnes of dry recyclates collected at the kerbside, which show an increase of 8,933 tonnes compared to 2016/17, clearly there has been a "win" of recyclates from the residual waste stream, which again is to be welcomed, and illustrates that the policy changes are having the desired effect.

The reduction in waste arising is shown in a different way in Table 3 below. The continuation of the bin policy and the full year effect of Alternate Weekly Collections (AWC) in 2017/18 should continue to bring about an improvement in these indicators over the next few years. Unfortunately the NI 191 total doesn't reflect this, the reasons are due to the definition of NI 191 and how it is calculated, and this is explained further in key performance indicators section

**Table 3 Kilos per Property/Person**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|---|
| Total Kilos of Household Waste per property | 923 | 923 | 949 | 903 | 852 |
| Kilos of Household Waste per person | 371 | 374 | 386 | 378 | 358 |
| Kilos of residual Household Waste per Household (**NI 191**) | 454.4 | 447 | 563 | 569 | 563 |

## 2.4 Waste Services Operational Performance

Residual kerbside waste has reduced again compared to 2016/2017 by 19,320 tonnes. Kerbside recycling has increased against the previous year by 8,933 tonnes. Garden waste kerbside has fallen slightly by 102 tonnes.

**Table 4 Kerbside Collection Performances**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|---|
| All tonnes Collected at Kerbside | 153,153 | 156,844 | 161,373 | 157,292 | 146,636 |
| Residual tonnes at the kerbside | 130,078 | 130,072 | 132,497 | 127,437 | 108,117 |
| Recycled tonnes at the kerbside | | | | | |
| Paper & Card tonnes | 7,644 | 8,960 | 9,106 | 9,997 | 29,536 |
| Glass, Cans & Plastic tonnes | 7,553 | 8,332 | 8,871 | 10,606 | |
| Garden Waste tonnes | 7,878 | 9,480 | 10,899 | 8,085 | 7,983 |
| No. of Properties Collected per day per round (ave.) | 2,111 | 1,935 | 1,990 | 1,982 | 1,727 |
| % rate of missed bins | - | - | 0.135% | 0.133% | 0.31% |

Garden waste tonnages collected at the kerbside have reduced owing to this now being a chargeable service (see also comments in item 6 below).The bottom line in Table 4 (which was a new addition from 2015/16) is an attempt to measure the quality of the service, whose main aim is to empty bins, therefore a measure of the level of quality could be regarded as the % of missed bins, i.e. service failure.

## 2.5 Bulky Waste Collections

The bulky waste collection service continues to collect between 1,000 – 1,200 tonnes per year. The introduction of a charge for bulk waste collections during September 2013, has not affected the overall tonnages collected.

**Table 5 Bulk Collections**

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|
| Bulk Collection Tonnage | 1,086 | 1,021 | 1,167 | 1108 |

## 2.6 Household Waste Recycling Centres (HWRC)

Use of HWRCs remains high as shown in Table 6 post introduction of the resident only permit scheme in 2013.

Dry recycling shows a further increase and HWRC continue to show excellent levels of waste diversion before treatment.

**Table 6 Household Waste Recycling Centres**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|---|
| Total Waste arising at HWRCs (tonnes) | 32,077 | 31,800 | 35,088 | 39,246 | 43,450 |
| Residual waste - sent to landfill/treatment (tonnes) | 8,787 | 9,111 | 10,349 | 10,691 | 13,571 |
| Waste Recycled (tonnes) | | | | | |
| Garden Waste (tonnes) | 8,415 | 8,169 | 7,689 | 8,739 | 8,256 |
| Dry Recycling (tonnes) | 11,148 | 10,883 | 12,836 | 15,010 | 16,184 |
| Soil/Rubble (tonnes) | 3,727 | 3,638 | 4,214 | 4,806 | 5,439 |

## 3. CONTRACTOR'S RESIDUAL WASTE TREATMENT PERFORMANCE

Table 7 below reflects the performance by the waste treatment contractor in treating and disposing of the Council's residual waste.

**Table 7 Treatment/Disposal Performance (in tonnes)**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|---|
| Waste direct to landfill | 593 | 161 | 1,477 | 135 | 179 |
| Waste to treatment | 164,998 | 164,951 | 167,136 | 163,762 | 154,046 |
| Waste recycled or composted via treatment | 59,199 | 57,014 | 24,822 | 26,075 | 17,657 |
| Waste to Energy Recovery | 61,275 | 66,483 | 94,506 | 119,976 | 126,768 |
| Total waste to Landfill (**NI 193**) | 45,117 | 43,139 | 39,510 | 17,711 | 9,621 |

<u>Waste direct to landfill</u>

Waste sent direct to landfill increased in 2017/2018 owing to improved availability of waste treatment facilities operated by the waste treatment contractor compared to last year. Note disposal of residual waste to landfill is always a last resort.

Waste to treatment

This has reduced in 2017/18 owing to reductions in residual waste tonnages requiring treatment.

Waste recycled/composted

There has been a decrease in recycling of 8,418t over the previous year via the waste treatment contract due less recycling in the residual waste and lower prices in the commodities market. However the overall tonnage remains lower than in earlier years as can be seen in Table 7, owing to certain compost like outputs which were previously allowed as composting, no longer being so allowed by the Environment Agency. This situation was detailed in last year's report, and continues to apply.

Waste to energy

This has continued to increase, and again is welcomed as the waste is used to produce energy. As reported last year those tonnages which previously were composted have been diverted to energy from waste, and this has been maintained in 2017/18. However further tonnes have been put to waste to energy at the expense of landfill tonnages, resulting in a significant reduction in waste sent to landfill of some 8,090t compared to last year. This continued reduction in waste sent to landfill is again is to be welcomed.

## 4. Key Performance Indicators (KPI)

Table 8 below shows the KPIs.

**Table 8 key performances**

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|---|---|---|---|---|---|
| Kilo's of residual Household Waste per Household (**NI 191**) | 454.4 | 447 | 563 | 569 | 563 |
| Total %waste recycled/composted including contribution from waste treatment (**NI 192**) | 50.80% | 51.6% | 40% | 37% | 35% |
| Total tonnes of waste to Landfill (**NI 193**) | 45,117 | 43,139 | 39,510 | 17,711 | 10,095 |
| Kerbside recycling % | 15.07% | 17.1% | 18.2% | 18.24% | 26% |
| HWRC recycling % | 72.61% | 71.3% | 70.5% | 72.76% | 69% |
| Total waste to Energy Recovery % | 27.8% | 29.5% | 40.5% | 52% | 60% |
| Total waste to landfill % | 23.12% | 19.13% | 18% | 7.7% | 4.5% |

**NI 191** figures for 2016/17 and 2017/2018 seem at odds with the overall position that residual waste is reducing as shown in Table 4. Under waste data flow NI 191 is defined as household waste that is not sent for recycling, reuse or **composting**,

in other words residual waste. Unfortunately as reported in the performance report for 2015/16, apart from quarter 1 of 2015/16 amounting to 6,807t of composting, the ability to claim further tonnes of composting has been disallowed by the EA. In 2014/15 we claimed 23,391 tonnes of composting. The net result is that NI 191 has increased because we have not been able to claim any composting as can be seen for the last 3 years compared to previous years.

This situation has also negatively impacted on **NI 192** for the same reasons as described above, added again to a difficult year on the commodity markets, resulting in an NI 192 value of 35% for 2017/18. The recycling performance in 15/16 and 16/17 remained below previous years despite improved recycling tonnes collected at both kerbside and via Household Waste Recycling Centres (HWRC). This was due to previous compostable material extracted form our residual waste being disallowed after the first quarter of 15/16 and for all of 16/17. In addition, the waste contractor chose to focus on creating refuse derived fuel (RDF) instead of recycling low quality recyclates extracted from our waste due to depressed commodity prices. RDF does not count towards recycling performance.

The further 2% reduction in recycling performance in 17/18 was due to contamination levels of recyclates running at 40% and the impact of the “beast from the East” storm in early 2018 which saw three weeks’ worth of recyclates having to be disposed of as residual waste in order to catch up on whole district collections.

The new residual waste treatment contract will guarantee a 6% contribution to this target due to performance standards built into the contract which when added to our upstream performance at kerbside and HWRC’s, is expected to see the indicator exceed 40% at current performance levels.

In addition, alternative working arrangements at the Material Recycling Facility (MRF) should also see improved recycling rates.

**NI 193** Waste sent to landfill decreased in 2017/2018 to 4.5%.

The Council’s upstream kerbside recycling performance as shown on line 4 has increased significantly.

HWRC recycling and diversion performance continues to remain high at 69% as shown in line 3.

In line 6 waste to energy has risen significantly owing to more waste being placed to waste for energy and thus less tonnes landfilled as noted above.

**5. OTHER CONSIDERATIONS**

This report is for information and discussion only.

**6. FINANCIAL & RESOURCE APPRAISAL**

Volatility of residual and recycling tonnages have financial impacts on the service budget which requires constant monitoring and management.

**7. RISK MANAGEMENT AND GOVERNANCE ISSUES**

This report which is for information and discussion only.

**8. LEGAL APPRAISAL**

There are no legal issues arising from this report however care has been taken to ensure that no commercial sensitivities are divulged.

**9. OTHER IMPLICATIONS**

**9.1 EQUALITY & DIVERSITY**

N/A

**9.2 SUSTAINABILITY IMPLICATIONS**

The continued increases in recyclates collected and reductions in waste to landfill contribute positively towards national and EU targets.

**9.3 GREENHOUSE GAS EMISSIONS IMPACTS**

Increased recycling and continued diversion from landfill contribute positively to climate change and reduction in greenhouse gases.

**9.4 COMMUNITY SAFETY IMPLICATIONS**

There are no community safety implications

**9.5 HUMAN RIGHTS ACT**

There are no known Human Rights Act implications

**9.6 TRADE UNION**

There are no staffing implications arising from this report

**9.7 WARD IMPLICATIONS**

There are differential levels of recycling by collection round and hence ward.

**9.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

**(for reports to Area Committees only)**

N/A

## 9.9 IMPLICATIONS FOR CORPORATE PARENTING

N/A

## 9.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

N/A

## 10. NOT FOR PUBLICATION DOCUMENTS

None

## 11. OPTIONS

N/A

## 12. RECOMMENDATIONS

That Regeneration and Environment Overview & Scrutiny Committee consider the information presented in this report and request a further progress report in twelve months' time.

## 13. APPENDICES

None.

## 14. BACKGROUND DOCUMENTS

Municipal Waste Minimisation and Management Strategy (Executive Report 13th January 2015)

Agenda Item 8/

# Report of the Chair of the Regeneration & Environment Overview and Scrutiny Committee to be held on Tuesday 20 November 2018

**Y**

## Subject:

**Regeneration and Environment Overview and Scrutiny Committee – Work Programme 2018-19**

## Summary statement:

**This report includes the Regeneration and Environment Overview and Scrutiny Committee work programme for 2018/19.**

Cllr Rizwana Jamil
Chair – Regeneration & Environment Overview and Scrutiny Committee

**Portfolio:**

**Health People and Places, Regeneration, Planning and Transport, Environment and Waste.**

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**Overview & Scrutiny Area:**

**Regeneration & Environment**

## 1. SUMMARY

1.1 This report includes the Regeneration and Environment Overview and Scrutiny Committee work programme for 2018/19, which is attached as appendix 1 to this report.

## 2. BACKGROUND

2.1 Each Overview and Scrutiny Committee is required by the Constitution of the Council to prepare a work programme (Part 3E – Overview and Scrutiny Procedure Rules, Para 1.1).

## 3. OTHER CONSIDERATIONS

3.1 The Regeneration and Environment Overview and Scrutiny Committee has the responsibility for “the strategies, plans, policies, functions and services directly relevant to the corporate priorities about creating a more prosperous district and about improving waste management, neighbourhood services and the environment.” (Council Constitution, Part 2, 6.5.1 and 6.6.1).

3.2 Best practice published by the Centre for Public Scrutiny suggests that “work programming should be a continuous process”. It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee’s work programme be regularly reviewed by members of the committee throughout the municipal year.

3.3 The remit of this Committee also includes the strategies, plans, functions and services directly relevant to the corporate priorities about reducing carbon emissions, transport and highways, creating a greener and more sustainable environment and positively affecting climate change.

3.4 The work programme as agreed by the Committee will form the basis for the Committee’s work during the year, but will be amended as issues arise during the year.

## 4. FINANCIAL & RESOURCE APPRAISAL

4.1 None.

## 5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 Risk Management will be considered by this Committee, for all areas within the Work Programme.

## 6. LEGAL APPRAISAL

None.

## 7. OTHER IMPLICATIONS

### 7.1 EQUALITY & DIVERSITY

Community Cohesion and Equalities related issues are part of the work remit for this Committee.

### 7.2 SUSTAINABILITY IMPLICATIONS

This is a key work area for the Committee.

### 7.3 GREENHOUSE GAS EMISSIONS IMPACTS

This is a key work area for the Committee.

### 7.4 COMMUNITY SAFETY IMPLICATIONS

A key area of work for the Committee will be to consider the area of those killed or seriously injured on roads.

### 7.5 HUMAN RIGHTS ACT

None.

### 7.6 TRADE UNION

None.

### 7.7 WARD IMPLICATIONS

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

### 7.8 IMPLICATIONS FOR CORPORATE PARENTING

None.

### 7.9 ISSUES ARISING FROM PRIVACY ASSESSMENT

None.

## 8. NOT FOR PUBLICATION DOCUMENTS

None.

## 9. OPTIONS

4.1 The Committee may choose to add to or amend the topics included in the 2018-19 work programme for the committee.

4.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

## 10. RECOMMENDATIONS

9.1 That members consider and comment on the areas of work included in the work programme.

9.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

## 11. APPENDICES

Appendix One – 2018-19 Work Programme for the Regeneration and Environment Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

## 12. BACKGROUND DOCUMENTS

Council Constitution.

# Democratic Services - Overview and Scrutiny

## Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 3rd July 2018 at City Hall, Bradford.** Chair's briefing 18/06/2018. Report deadline 21/06/2018. | | | |
| 1) CALL-IN Amendments to Off Street Parking Places Consolidation Order 2015 | The Committee has been requested to consider the decision of the Executive in light on comments from Cllr Cooke | Steve Hartley/Louise Willliams. | |
| 2) Appointment of Co-opted Members. | Nicola Hoggart - Environment Agency. Julian Pearson - Bradford Environment Forum. | Mustansir Butt/Licia Woodhead. | |
| 3) One City Park. | The intention to procure a contract over the £2m threshold. | Shelagh O'Neill /Tina Parry. | Recommendation from Regeneration & Economy O&S on 14 Nov 2017 - going to Exec in June 2018 needs to come to Scrutiny in July 2018. |
| 4) £2m+ Stores Facility Contract. | The function of the facility is to manage the sourcing, supply and storage of parts and consumables for a fleet of approximately 1,600 vehicles and items of plant.Contract is worht £5m over 5 years. | Richard Galthen/Geof Binnington. | Constitutional requirement.Contract will go out for tender as soon as O&S considers it. |
| 5) Sports Facilities Investment Plan. | That an update report be presented to the Regeneration and Economy Overview and Scrutiny Committee in July 2018. | Phil Barker. | Recommendation from Regeneration & Economy O&S on 25 Jul 2017. |
| 6) Update on the previous 12 month review of the District's casualty reduction work. | That the Strategic Director, Place, be requested to provide an update in 12 months time to include casualty performance and a financial update. | Simon D'Vali. | Recommendation from Environment & Waste Management O&S on Tuesday 28 March 2017. |
| 7) Draft 2018-19 Work Programme. | Discussion and agreement over the areas of work for the Committee to focus on in this Muncipal Year. | Mustansir Butt/Licia Woodhead. | |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 18th September 2018 at City Hall, Bradford.** | | | |
| Chair's briefing 03/09/2018. Report deadline 05/09/2018. | | | |
| 1) Food Service Plan. | The Council is required by the Food Standards Agency to have a documented and approved Food Safety Service Plan.The Plan sets out the measures the Council will implement to safeguard food and drink which is produced, prepared or sold within the district. The plan reflects the work required of food authorities by the Food Standards Agency (FSA) in its national Food Law Code of Practice and guidance documents. | Angela Brindle. | |
| 2) Stimulating and accelerating housing and economic growth - 2018-19 budget growth allocation. | To include the that more detailed information regarding the parameters of the £500k housing allocations be considered by the Regeneration and Environment Overview and Scrutiny Committee. | Shelagh O'Neill/Andrew Marshall/Lorraine Wright. | Recommendation from Corporate O&S from Wednesday 18 July 2018. |
| 3) Housing and Homelessness Strategy | The Committee wiill receive a report on the Housing and Homelessness Strategy to include information on the “No Second Night Out” service and the “Bradford Cares” Campaign. | Sarah Holmes/Richard Whittacker. | Recommendation from Regeneration & Economy O&S on 26 Sep 2017. |
| 4) Affordable Housing | The Committee will receive a report on Affordable Housing. | Lorraine Wright. | Recommendation from Regerenartion & Economy O&S on 26 Sep 2017. |
| 5) Fly tipping across the District | The Committee will consider a report on Fly Tipping across the District including information on flytipping hotspots, enforcement and awareness. | Damian Fisher/Amjad Ishaq. | Recommendation from Environment & Waste Management O&S on Tuesday 19 Dec 2017. |
| 6) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt. | |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Wednesday, 19th September 2018 at City Hall, Bradford.** | | | |
| 1) Single use plastics Scrutiny Review | Information gathering session. | Mustansir Butt. | Council Recommendation from 16 January 2018. |
| **Tuesday, 2nd October 2018 at City Hall, Bradford.** | | | |
| Chair's briefing 17/09/2018. Report deadline 19/09/2018. | | | |
| 1) Waste Management Finances | Request that the Regeneration and Wednesday 18 July 2018. Committee considers the approaches being used to address the overspend on the area of Waste Management. | Steve Hartley/John Major. | Corporate O&S recommendation on Environment Overview and Scrutiny |
| 2) The Council's involvement in residential High Rise Buildings following the Grenfell Tower disaster. | The Committee will receive a report detailing the impact of the revised Government legislation and any additional demand on resources. | Justin Booth/Julie Rhodes. | Recommendation from Regeneration & Economy O&S on 6 Mar 2018. |
| 3) The Libraries and Museums Service | The Committee will receive a report detailing the future role of the services. | Phil Barker/Jackie Kitwood/Sue Rollins. | |
| 4) Water Management Scrutiny Review recommendations | The Committee will receive a report monitoring the recommendations from the detailed scrutiny of Water Management. | Chris Eaton / Kirsty Breaks/Ed Norfolk. | Recommendation from Environment & Waste Management O&S on Tuesday 4 July 2017. |
| 5) Utilisation of outdoor spaces for health reasons. | The Committee will consider a report detailingg the socio economic inequality of access to green spaces in the Bradford District. | Sarah Possingham/Angela Hutton. | Recommendation from Environment & Waset Management O&S from Tuesday 26 September 2017. |
| 6) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead. | |
| **Tuesday, 9th October 2018 at City Hall, Bradford.** | | | |
| 1) Single use plastics Scrutiny Review. | Information gathering session. | Mustansir Butt. | Council Recommendation from 16 January 2018. |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 23rd October 2018 at City Hall, Bradford.** | | | |
| Chair's briefing 08/10/2018. Report deadline 10/10/2018. | | | |
| 1) Hard Ings Road Improvement Scheme | | Richard Gelder/Richard Bruce | |
| 2) Air Quality | Feasibility Study and Business Case. | Sarah Muckle/Raplh Saunders/Sally Jones | |
| 3) City Centre Regeneration | The Committee will consider a report on progress with the city centre regeneration. | Steve Hartley | Recommendation from Regeneration & Economy O&S on 6 March 2018. |
| 4) City Markets | The Committee will consider an update report on the City Markets service. | Colin Wolstenholme | Recommendation from Regeneration & Economy O&S on 6 March 2018. |
| 5) Regeneration and Environment O&S Work Programme | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead | |
| **Tuesday, 20th November 2018 at City Hall, Bradford.** | | | |
| Chair's briefing 05/11/2018. Report deadline 07/11/2018. | | | |
| 1) West Yorkshire Combined Authority. | The Committee will receive a report on the WYCA to include details of the impact of the revised Government legislation and any additional demand on resources. | Jamie Saunders. | Recommednation from Joint O&S on Tuesday 10 October 2017. |
| 2) Waste Management. | The report will also include Recycling and Trade Waste including information on the progress of service improvements, and the ability for the domestic refuse service to undertake certain trade waste and recycling. | Steve Hartley/ Richard Longcake. | |
| 3) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead. | |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 27th November 2018 at City Hall, Bradford.** | | | |
| 1) Single use plastics Scrutiny Review. | Information gathering session. | Mustansir Butt. | Council Recommednation from 16 Jan 2018. |
| **Tuesday, 18th December 2018 at City Hall, Bradford.** Chair's briefing 03/12/2018. Report deadline 05/12/2018. | | | |
| 1) Bradford Civic District Heat Network. | The Committee will receive a report on the work of Bradford Civic District Heat Network. | Neil Morrison. | Recommendation from Environment & Waste Management O&S on Tuesday 20 February 2018. |
| 2) Rail Strategy and City Centre Stations Update. | The Committee will consider a report on the District's Rail Strategy including information on the City Centre Stations. | Julian Jackson/Richard Gelder. | Recommendation from Environment & Waste Management O&S on Tuesday 28 March 2017. |
| 3) Estate Management. | The Committee will receive a report on the functions of Estate Management Service. | Ben Middleton. | Recommendation from Regeneration & Economy O&S on 23 Jan 2018. |
| 4) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead. | |
| **Tuesday, 22nd January 2019 at City Hall, Bradford.** Chair's briefing 07/01/2019. Report deadline 09/01/2019. | | | |
| 1) West Yorkshire LTP3 Implementation Plan. | The Committee will receive a report on the devlopment of the first five year implementation plan of the replacement Transport strategy and its delivery. | Richard Gelder/Julian Jackson. | Recommendation from Environment & Waste Management O&S on Tuesday 20 February 2018. |
| 2) Budget Setting for the Department of Place. | The Committee will receive a report on Budget proposals apertaining to the Department of Place. | Steve Hartley. | |
| 3) Street Lighting. | The Committee will receive a report on the Street Lighting Strategy. | Allun Preece/Richard Gelder/Julian Jackson. | Recommendation from Environment & Waste Management O&S on Tuesday 23 January 2018. |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 22nd January 2019 at City Hall, Bradford.** | | | |
| Chair's briefing 07/01/2019. Report deadline 09/01/2019. | | | |
| 4) Impact of changes to the Library Service over the past two years and role of Museums & Libraries in Bradford's | That a detailed report be presented to the Regeneration and Environment Overview and Scrutiny Committee by the end of January 2019 which specifically focuses on the future role of the Libraries and Museums Service including options for future service delivery. | Phil Barker/Jackie Kitwood/Maggie Pedley. | Recommendation from Regeneration & Environment O&S on Tuesday 2 October 2018. |
| 5) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead. | |
| **Tuesday, 26th February 2019 at City Hall, Bradford.** | | | |
| Chair's briefing 11/02/2019. Report deadline 13/02/2019. | | | |
| 1) Regeneration in Keighley & Shipley. | The Committee will receive a report on the key regeneration issues in Keighley and Shipley including progress made by the Joint Venture Company on the Canal Rd Corridor Urban Village. | Steve Hartley/Julian Jackson. | Recommendation from Regeneration & Economy O&S on 20 February 2018. |
| 2) Get Bradford Working / Skills for Work. | The Committee will receive a report updating Members on the Get Bradford Working and Skills for Work programmes, to include the tracking of outcomes for at least twelve months of those people who gain employment as a result of the Get Bradford Working ini | Phil Hunter. | Recommendation from Regeneration & Economy O&S on 13 March 2018. |
| 3) Regeneration and Environment O&S Work Programme. | The Committee will consider its work programme and make changes as necessary. | Mustansir Butt/Licia Woodhead. | |

# Regeneration and Environment O&S Committee

Scrutiny Lead: Licia / Mus tel - 2119/2574

## Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 26th March 2019 at City Hall, Bradford.** | | | |
| Chair's briefing 11/03/2019. Report deadline 13/03/2019. | | | |
| 1) Housing Standards. | The Committee will consider a report on the work of the Housing Standards Team to include details of the impact of the New Legislation. | Julie Rhodes. | Recommendation from Regeneration & Economy O&S from 20 February 2018. |
| 2) Empty Homes. | The Committee will consider a report on the work of the Empty Homes Team. | Julie Rhodes. | Recommendation from Regereration & Economy O&S on 20 February 2018. |
| 3) Energy Efficiency of Private Sector rented Housing. | The Committee will consider a report on energy efficiency in private rented sector accomodation.. | Julie Rhodes/Pete Betts. | Recommendation from Environment & Waste Management O&S on Tuesday 27 March 2018. |
| 4) White Rose Energy. | The Committee will receive an update report on the work of White Rose Energy. | Neill Morrison. | Recommendation from Environment & Waste Management O&S on Tuesday 27 Mar 2018. |
| 5) Biodiversity Scrutiny Review. | The Committee will receive a report monitoring the recommendations from the detailed scrutiny of Biodiversity. | Danny Jackson. | Recommendation from Environment & Waste Management O&S on Tuesday 17 April 2018. |
| 6) Draft Single use plastics Scrutiny Review Report. | Key findings and recommendations from the Scrutiny Review. | Mustansir Butt. | Council Recommendation from 16 January 2018. |
| 7) Regeneration and Environment O&S Work Programme. | Members will consider the 2018-19 work programme and make changes as appropriate. | Mustansir Butt/Licia Woodhead. | |
| **Tuesday, 16th April 2019 at City Hall, Bradford.** | | | |
| Chair's briefing 01/04/2019. Report deadline 03/04/2019. | | | |
| 1) Bradford Beck Pilot Study. | The Committee will receive a report from the Friends of Bradford's Becks. | Chris Eaton/Edward Norfolk/Barney Lerner. | Recommendation from Environment & Waste Management O&S from Tuesday 17 April 2018. |

# Work Programme

| Agenda | Description | Report | Comments |
|---|---|---|---|
| **Tuesday, 16th April 2019 at City Hall, Bradford.** Chair's briefing 01/04/2019. Report deadline 03/04/2019. | | | |
| 2) Bradford District Cycling Strategy. | That the Strategic Director, Place, be requested to provide a progress report, in 12 months time, on the implementation of the Bradford District Cycle Strategy and Action Plan Top Ten priorities, and provide figures relating to accidents to cyclists. | Julian Jackson/Andrew Marshall/Bhupinder Dev. | Recommendation from Environment & Waste Management O&S from Tuesday 21 November 2017. |
| 3) Active Bradford. | The Committee will receive a report on Active Bradford to include an update on the Active Bradford Strategy and the pilot scheme, the development of the Sports Leisure Card and details of the Olympic legacy. | Zuby Hamard. | Recommendation from Regeneration & Economy O&S on 10 April 2018. |
| 4) Cultural Strategy. | The Committee will receive a report on the Cultural Strategy. | Bobsie Robinson. | Recommendation from Regeneration & Economy O&S on 10 April 2018. |
| 5) Resolution Tracking. | Monitoring the progress of recommendations made by the Regeneration and Environment Overview and Scrutiny Committee. | Mustansir Butt/Licia Woodhead. | |

# Democratic Services - Overview and Scrutiny
# Scrutiny Committees Forward Plan
## Unscheduled Items

### Regeneration and Environment O&S Committee

| Agenda item | Item description | Author | Comments |
|---|---|---|---|
| 1 St George's Hall.<br>Breifing | | Phil Barker | Discussed at DMT 11 July 2018 - Electronic<br>in Oct 2018. Arrange visit for end of Nov 2018. |
| 2 The District's Casualty Reduction<br>Tuesday 3 July 2018.<br>work. | An independent review is being carried out with regard to shared services. This should be completed<br>by December | | Simon D'Vali Discussed at meeting on |
| 3 Economic Growth Strategy Delivery<br>from Regeneration & Economy<br>Plan. | | NOV / DEC - Shelagh to clarify Shelagh O'Neill Recommendation | O&S on 25 Jul 2017. |
| 4 National Science and Media Museum.<br>time. Jo Quinton-Tulloch | Recommendation from Regeneration & Economy | That a further progress report be submitted to the Committee in twelve months | O&S on 13 Mar 2018 - Electronic Briefing. |
| 5 Council owned land.<br>Stubbs - Electronic | That the Strategic Director, Regeneration, be rquested to make available a register of areas of Council<br>owned neglected land across the District, on a ward basis and report back to the Committee. | | Ben Middlton Request from Cllr Brendan<br>Briefing. |
| 6 Environment Agency Annual Report.<br>the District.<br>Briefing. | Nicola Hoggart | That a progress report be provided in 12 months, on the work undertaken in<br>Recommendation from Environment & Waste Mangt | O&S from Tuesday 26 Sept 2017 - Electronic |
| 7 Bradford Environment Forum.<br>Mangt<br>Briefing. | That a further report be provided to update the Committee on the work undertaken in 2017-18. | Julia Pearson | Recommendation from Environment & Waste<br>O&S from Tuesday 26 Sep 2017 - Electronic |
| 8 Air Quality - Scrutiny Review.<br>Waste | That the Draft Terms of Reference be adopted. | Mustansir Butt. | Terms of Reference agreed by Environment &<br>Mangt O&S on Tuesday 27 March 2018. |

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|---|---|---|---|
| 9 | Flushables project. | Project being undertaken by Young People. Members were very keen to disucss the findings from this project. | Request from Cllr Sunderland - Mustansir To liase with Cllr Sunderland. |

## Regeneration and Environment O&S Committee

| Agenda item | Item description | Author | Comments |
|---|---|---|---|
| 10 Top of Town Masterplan. | | Clare Wilkinson | The tender for the master plan project will go out shortly. The deadline for completion of the plan is March next year.Schedule for June 2019 |
| 11 Housing and Homelessness & Rough Sleeping Strategies. | | She;lagh O'Neill/Yusuf Karolia. | Recommendation from Regeneration & Environment O&S on Tuesday 18 September 2018. |
| 12 Stimulating and Accelarating Housing and Economic Growth. | Report to focus on the use of the £500,000 of revenue funding, to be considered in the next Municipal Year. | Shelagh O'Neill/Lorraine Wright. | Recommendation from Regeneration & Environment O&S on Tuesday 19 Sept 2018. |
| 13 Flyt Tipping in the Bradford District. | Progress to be reported in 12 months. | Damian Fisher/Amjad Ishaq.Stuart Russo. | Regeneration and Environment O&S recommendation from Tuesday 19 Sept 2018. |
| 14 Carbon Strategy for the District 2020-2050. | The Committee will receive a report on the Council's Carbon Strategy. | Neil Morrison. | Recommendation from Environment & Waste Management O&S on Tuesday 27 March 2018. |