



WEST YORKSHIRE COMBINED AUTHORITY

MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 14 DECEMBER 2017
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,
LEEDS

A G E N D A

Please note that this meeting will be filmed for live or subsequent broadcast via WYCA's internet site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. Generally the public seating areas will not be filmed; however by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting. If you have any queries regarding this, please contact Governance Services on 0113 251 7220.

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC

1. To highlight Appendices 1-6 of Agenda Item 15 which officers have identified as containing exempt information within the meaning of Schedule 12A to the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.
2. To consider whether or not to accept the officers' recommendation in respect of the above information as set out in paragraph 6 of Agenda Item 15.
3. If the recommendation is accepted, to formally pass the following resolution:-

RESOLVED – That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of the appendices to Agenda Item 15 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were

present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 5 OCTOBER 2017

Copy attached.
(Pages 1 - 12)

For Decision

5. CAPITAL SPEND AND PROJECT APPROVALS

(Member lead: Cllr P Box, Director: Melanie Corcoran)
(Pages 13 - 46)

6. PROJECT BETA

(Member lead: Cllr P Box, Director: Sue Cooke)
(Pages 47 - 48)

7. HS2 AND CONNECTIVITY

(Member lead: Cllr J Blake, Head of Service: Liz Hunter)
(Pages 49 - 56)

8. HS2 AND SKILLS

(Member lead: Cllr S Hinchcliffe, Director: Sue Cooke)
(Pages 57 - 70)

9. TRANSFORMING CITIES FUND

(Member lead: Cllr S Hinchcliffe, Head of Service: Liz Hunter)
(Pages 71 - 74)

10. LOCAL INCLUSIVE INDUSTRIAL STRATEGY UPDATE

(Member lead: Roger Marsh, Head of Service: David Walmsley)
(Pages 75 - 80)

11. INCLUSIVE GROWTH IN THE LEEDS CITY REGION

(Member lead: Cllr D Sheard, Director: Ben Still)
(Pages 81 - 86)

12. BUSINESS PLANNING & BUDGET 2018/19

(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)
(Pages 87 - 110)

13. UPDATE ON WYCA PROCUREMENT STRATEGY 2018-2021

(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)

(Pages 111 - 114)

14. GOVERNANCE ARRANGEMENTS

(Member Lead: Cllr S Hinchcliffe, Director: Angela Taylor)

(Pages 115 - 120)

15. EUROPEAN STRUCTURAL & INVESTMENT FUNDS - SUSTAINABLE URBAN DEVELOPMENT

(Member lead: Cllr P Box, Director: Angela Taylor)

(Pages 121 - 124)

For Information

(a) MINUTES OF THE MEETING OF THE TRANSPORT COMMITTEE HELD ON 8 SEPTEMBER 2017

(Pages 125 - 130)

(b) MINUTES OF THE MEETING OF THE GREEN ECONOMY PANEL HELD ON 14 SEPTEMBER 2017

(Pages 131 - 134)

(c) MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE HELD ON 20 SEPTEMBER 2017

(Pages 135 - 140)

(d) DRAFT MINUTES OF THE LAND & ASSETS PANEL HELD ON 13 OCTOBER 2017

(Pages 141 - 144)

Signed:



WYCA Managing Director

This page is intentionally left blank



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 5 OCTOBER 2017 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift (Deputy Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Andrew Carter CBE	Leeds City Council
Councillor Simon Cooke	Bradford Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor David Sheard	Kirklees Council
Councillor Nicola Turner	Kirklees Council

In attendance:

Councillor Keith Wakefield OBE	Chair, WYCA Transport Committee
Councillor Robert Light	Chair, WYCA Overview & Scrutiny Committee
Councillor Andrew Waller	City of York Council
Ben Still	WYCA
Angela Taylor	WYCA (minute 53 only)
Caroline Allen	WYCA
Ruth Chaplin	WYCA

42. Chair's Comments

The Chair advised that Councillor Andrew Waller will be replacing Councillor Keith Aspden as York's representative on the Authority with effect from 9 October 2017.

43. Apologies for Absence

Apologies for absence were received from Councillor Keith Aspden.

44. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

45. Exclusion of the Press and Public

There were no items on the agenda requiring exclusion of the press and public.

46. Minutes of the Meeting held on 3 August 2017

Resolved: That the minutes of the meeting held on 3 August 2017 be approved and signed by the Chair.

47. Capital Spending & Project Approvals

The Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through WYCA's Assurance Process in line with WYCA's Assurance Framework:

- A629 Phase 4 Halifax to Huddersfield Corridor Improvements
- Access Innovation Programme
- Strategic Business Growth Programme
- Beech Hill, Halifax
- Castleford Rail Station Gateway
- Energy Accelerator Programme
- Leeds District Heat Network
- Portfolio Information Management System

Details of the schemes were outlined in the submitted report. It was noted that the Portfolio Information Management System (PIMs) project had proceeded directly to WYCA due to the nature of the funding stream.

The Authority also considered the following two schemes which had exceptions reports assessed in line with WYCA's Assurance Framework:

- Leeds New Station Street
- Wakefield Eastern Relief Road

Members were advised that the Investment Committee had discussed the need to monitor the progress and development of projects and programmes and interim reports would be prepared for future meetings of the Committee.

Resolved:

- (i) In respect of the **A629 Phase 4 Halifax to Huddersfield Corridor Improvements –**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the A629 phase 4 project proceeds through Decision Point 2 and

work commences on Activity 3 (Outline Business Case).

- (b) That an indicative approval to the total project value of £30.000m is given from the West Yorkshire plus Transport Fund with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
- (c) That development costs of £0.570m are approved in order to progress the scheme to Decision Point 3 (Outline Business Case), taking the total project approval to £0.645m.
- (d) That WYCA enter into a Funding Agreement with Calderdale Council for expenditure of up to £0.570m from the West Yorkshire plus Transport Fund.
- (e) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Points 4 and 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(ii) In respect of the **Access Innovation Programme** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Access Innovation Programme proceeds through Decision Point 2 and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That an indicative approval to WYCA's contribution of £4.750m (which will be funded through £0.485m from the Local Growth Fund (LGF) Access to Capital Grants programme fund and £4.265m from the European Regional Development Fund ERDF)) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iii) In respect of the **Strategic Business Growth Programme –**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Strategic Business Growth Programme proceeds through Decision Point 2 and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That an indicative approval to WYCA's contribution of £3.146m (which will be funded through £2.156m from the ESIF Grant and £0.990m from the WYCA Capital Grants Fund) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iv) In respect of **Beech Hill, Halifax –**

That following a recommendation from Investment Committee, WYCA approves:

- (a) That the Beech Hill project proceeds through Decision Point 2 and work commences on Activity 4 (Full Business Case).
- (b) That an indicative approval to WYCA's contribution of £1.000m (which will be funded through Growth Deal 3) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Points 4 and 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(v) In respect of **Castleford Rail Station Gateway –**

That following a recommendation from Investment Committee, WYCA approves:

- (a) That the Castleford Rail Station Gateway project proceeds through Decision Point 3 and work commences on Activity 4 (Full Business Case).
 - (b) That an indicative approval to the total project value of £4.511m is given from the West Yorkshire plus Transport Fund with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (c) That development costs of £0.317m are approved in order to progress the scheme to Decision Point 5 (Full Business Case with Finalised Costs), taking the total project approval to £0.338m.
 - (d) That WYCA enter into a Section 56 grant agreement with Northern Rail for expenditure of up to £0.200m from the West Yorkshire plus Transport Fund.
 - (e) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Points 4 and 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vi) In respect of the **Energy Accelerator Programme** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Energy Accelerator Programme proceeds through Decision Point 4 and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That approval to spend the £0.640m Local Growth Fund (LGF) allocation as match to support the development of the Accelerator be confirmed.
- (c) That an indicative approval to the to the £2.997m European Local Energy Assistance (ELENA) funding (exact amount dependent on Euro exchange rate at the date of approval – application pending) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs). This will bring the total project value to approximately £3.817m (£0.820m LGF, £2.997m ELENA).
- (d) That development costs of up to £0.180m are approved in order to pay

the incurred development costs and to progress the scheme to Decision Point 5 (Full Business Case with Finalised Costs) from the Local Growth Fund, taking the total project approval to £0.820m).

- (e) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (f) That WYCA's Managing Director use his existing delegated authority to approve projects within any future phases of the Energy Accelerator Programme, providing that the value of each scheme is less than £1m.

(vii) In respect of **Leeds District Heat Network** –

That following a recommendation from the Investment Committee, WYCA conditionally approves the following recommendations, with final approval of these recommendations being subject to WYCA's Managing Director approval of the detailed grant conditions on a clawback mechanism:

- (a) That the Leeds District Heat Network project proceeds through Decision Point 5 and work commences on Activity 6 (Delivery).
- (b) That approval to WYCA's contribution of £4.000m (which will be funded from the Local Growth Fund) is given.
- (c) That WYCA enter into a Funding Agreement with Leeds City Council for expenditure of up to £4.000m from the Local Growth Fund.
- (d) That the Funding Agreement makes provision for up to £4.000m to be clawed back if the Leeds District Heat Network makes an operating profit over the 25 year asset lifetime.
- (e) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(viii) In respect of **Leeds New Station Street** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the exception to extend the Leeds New Station Street project

timescale to completion on site by December 2018 is approved.

- (b) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(ix) In respect of **Wakefield Eastern Relief Road –**

That following a recommendation from the Investment Committee, WYCA:

- (a) Conditionally approves the up to a £5.574m increase to the estimated final project cost of Wakefield Eastern Relief Road, and the increased total project up to a maximum of £37.593m.
- (b) Delegates the final approval of the exception and the signing of the addendum of the Funding Agreement to WYCA's Managing Director subject to settlement of the final account by Wakefield Council following endeavours to resolve outstanding contractor issues and seeking to reduce the cost figure payable to Network Rail.

(x) In respect of the **Portfolio Information Management System (PIMs)** WYCA approves:

- (a) That the Portfolio Information Management System (PIMs) project proceeds through Decision Point 5 (Full Business Case with Finalised Costs) and work commences on Activity 6 (Delivery).
- (b) That approval be given to the total project value of £0.240m for the development of the system and £0.050m per annum on-going licence fees (the on-going licence fee will be required from 2018/19 onwards) and is funded as an overhead cost from the overall Portfolio Management Office costs.
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

48. HS2 and the HS2 Growth Strategy

The Authority considered a report of the Director of Policy, Strategy and Communications which:

- Provided an update on the development of HS2.

- Sought endorsement for the principles of the Leeds City Region HS2 Growth Strategy and approve submission to Government.
- Sought endorsement for the principles of the joint WYCA and Leeds City Council response to the High Speed 2 rolling stock depot consultation.

Councillor Waller attended the meeting as an observer and the Chair invited him to speak on behalf of City of York Council. In welcoming the report, Councillor Waller reinforced the scale of potential for York Central and for HS2 links to Scotland to be via York and asked that future reports reflect this. The importance of the East Coast Main Line and York as a key hub in the development of HS2 was recognised and it was noted that WYCA was represented at meetings of the East Coast Main Line Authorities consortium by Councillor Eric Firth, Deputy Chair of the Transport Committee.

Members also discussed the employment and skills opportunities that would be created across the City Region and a report would be prepared for the next meeting.

Resolved:

- (i) That the principles of the Leeds City Region HS2 Growth Strategy be endorsed and the final drafting of the submission be delegated to WYCA's Managing Director in consultation with the WYCA Chair.
- (ii) That the principles of the response to the HS2 rolling stock depot location consultation be endorsed and the final drafting of the submission be delegated to WYCA's Managing Director in consultation with the LEP Chair and WYCA Chair.

49. Vision for Northern Powerhouse Rail

The Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the progress being made in Transport for the North's Northern Powerhouse Rail (NPR) development programme, including on Leeds City Region's established position.

Members welcomed the positive progress being made by Transport for the North (TfN) and its partners in the development of Northern Powerhouse Rail. It was reported that a significant amount of discussion and lobbying had taken place and the decisions being made by TfN including the NPR/HS2 touchpoints, the emerging preferred NPR network and the opportunities for the City Region in respect of economic growth and transport links to employment and skills were noted.

Resolved: That the positive progress being made through Transport for the North's Northern Powerhouse Rail programme, including in delivering the Leeds City Region ambition for Northern Powerhouse Rail be noted.

50. Consent to Regulations Establishing Transport for the North

The Authority considered a report of the Director of Policy, Strategy and Communications which sought confirmation of the consent previously given in principle to regulations establishing Transport for the North (TfN) as a statutory body and granting TfN the concurrent exercise of specified WYCA functions.

It was noted that following the last meeting the regulations now provided for TfN to exercise specified highways and footpath functions, concurrently with West Yorkshire district authorities. The West Yorkshire districts will be asked to consent in their own right to the regulations.

Resolved:

- (i) That it be noted that Transport for the North are now liaising directly with each West Yorkshire district council to seek the consent of each individual district to the regulations, in so far as they provide for Transport for the North to exercise concurrent highways functions with those districts, once it is established as a Sub-National Transport Body.
- (ii) That WYCA confirm the consent previously given in principle to the making of regulations, attached at Appendix 1 of the submitted report, by the Secretary of State for Transport to establish Transport for the North as a Sub-National Transport Body under section 102E of the Local Transport Act 2008, and which provide for Transport for the North to exercise concurrent functions with its constituent authorities, including WYCA.

51. Business Planning & Budget 2018/19

The Authority considered a report of the Director of Resources on the work being undertaken to progress business and budget planning for 2018/19 and sought approval to establish a Member Working Group on budgets.

The report set out the business planning and budget process for 2018/19 and the budget challenges. The current forecasts for 2018/19 show a £4m funding gap and work was being undertaken to understand the options available to close the gap. It was proposed that a member Working Group be established to undertake scrutiny of the options and the draft budget as it is developed. Approval of the budget would be sought at the WYCA meeting scheduled for 1 February 2018.

The Corporate Plan update on progress to date against Key Performance Indicators was attached to the submitted report and further information in respect of WYCA's apprenticeships would be circulated. It was noted that the Overview & Scrutiny Committee were providing scrutiny and challenge to the key performance indicators and any recommendations would be brought to a future meeting.

Resolved: That a member Working Group be formed to progress detailed budget scrutiny and inform reports back to meetings of WYCA.

52. Industrial Strategy & Autumn Budget Submission

The Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on:

- Progress in setting a more comprehensive approach to economic and social policy, tailored to the lives, challenges and opportunities of City Region residents.
- The City Region submission to Government ahead of the Budget on 22 November 2017.
- The next steps in bringing about an inclusive industrial strategy.

Members welcomed the report which provided an update in respect of the ongoing work on inclusive growth and the short and longer term ambitions. A copy of the City Region's Autumn Budget submission was attached to the submitted report and members discussed key challenges for the City Region including the productivity gap, skills investment and how to encourage businesses to introduce R&D (research and development).

Resolved:

- (i) That the City Region's submission to the Autumn Budget be noted and endorsed.
- (ii) That the people-focused approach to an inclusive industrial strategy, based on bold local decision-making, backed up by new powers and resources be noted and endorsed.
- (iii) That existing projects and programmes be refocused more clearly on inclusive growth outcomes.

53. Proposed Pension Transfer

The Authority considered a report of the Director of Resources which provided further information on the preferred way of meeting WYCA's element of pension obligations towards First Group, in response to a Direction issued by the Secretary of State on this matter.

It was noted that the Direction set a transfer date of 1 November 2017 and members asked whether there was any flexibility in extending this as it was possible that a revised decision on a preferred option may be required from the Authority before the next meeting in December 2017. It was agreed that should such a decision need to be taken before the next meeting that this be delegated to WYCA's Managing Director in consultation with the Chair and as many members as possible and that such a decision would have regard to the position of the West Yorkshire Pension Fund.

Resolved:

- (i) That a further decision regarding the method by which WYCA meets its obligations under the Direction with regard to First Group be delegated to WYCA's Managing Director in consultation with the Chair.
- (ii) That the Budget Working Group inputs to this further decision.

54. ESIF SUD Update

The Authority considered a report which provided an update on the European Structural Investment Fund (ESIF) Sustainable Urban Development.

Resolved: That the report be noted.

55. Minutes of the Meeting of the Transport Committee held on 7 July 2017

Resolved: That the minutes of the meeting of the Transport Committee held on 7 July 2017 be noted.

56. Draft Minutes of the Governance & Audit Committee held on 3 August 2017

Resolved: That the draft minutes of the Governance & Audit Committee held on 3 August 2017 be noted.

57. Draft Minutes of the West Yorkshire & York Investment Committee held on 6 September 2017

Resolved: That the draft minutes of the West Yorkshire & York Investment Committee held on 6 September 2017 be noted.

58. Draft Minutes of the Business Innovation & Growth Panel held on 7 September 2017

Resolved: That the Draft minutes of the Business Innovation & Growth Panel held on 7 September 2017 be noted.

This page is intentionally left blank

Director: Melanie Corcoran, Director of Delivery
Author: Craig Taylor



Report to: West Yorkshire Combined Authority
Date: 14 December 2017
Subject: Capital Spending and Project Approvals

1 Purpose

- 1.1 To put forward proposals for the progression of, and funding for, a number of WYCA supported projects, including West Yorkshire Plus Transport Fund (WY+TF) and Growth Deal, for consideration by WYCA at Stages 1, 2 and 3 of WYCA’s Assurance process.
- 1.2 This report presents proposals for the progression of five schemes through WYCA’s Assurance process in line with the Leeds City Region Assurance Framework. These schemes have a total combined funding value of £37.466m when fully approved, of this amount £36.176m will be funded by WYCA. A total expenditure recommendation to the value of £14.558m is sought as part of this report for the development and delivery of these schemes. Further detail on the schemes summarised below can be found as part of this report.

Leeds City Region Enterprise Zones Programme <i>Leeds City Region-wide Scheme.</i>	Decision Point 2 (Case Paper) Total Value - £20.000m Total Value of WYCA Funding - £20.000m Funding Recommendation sought – £0.302m	A programme to develop the two Leeds City Region Enterprise Zones (Leeds and a multi-site EZ across sites in Bradford, Calderdale, Kirklees and Wakefield.) The EZ’s have the potential to deliver approximately 230 hectares of employment land, over 15,000 jobs and approaching £5bn of GVA by 2025.
Steeton and Silsden A629 Foot/Cycle Crossing <i>Bradford Scheme</i>	Decision Point 2 (Case Paper) Total Value - £0.210m Total Value of WYCA Funding - £0.210m Funding Recommendation sought – £0.210m	Scheme utilising specified Department for Transport grant funding of up to £0.700m for development of an Outline Business Case (OBC) to improve cycling and walking links in the Bradford District.
East Leeds Outer Ring Road Junctions <i>Leeds Scheme</i>	Decision Point 5 (Full Business Case with Finalised Costs) Total Value - £14.046m Total Value of WYCA Funding - £14.046m Funding Recommendation sought – £14.046m	Part of the East Leeds Orbital Road Package, this scheme is an advance package of junction works on the Leeds Outer Ring Road in the North East of the city.

Warm Homes Programme <i>Leeds City Region Wide Scheme</i>	Decision Point 2 (Case Paper) Total Value - £2.910m Total Value of WYCA Funding - £1.620m Funding Recommendation sought – £0m	A grant programme to deliver central heating systems and gas connections to fuel poor household in Leeds City Region.
WYCA Website	Decision Point 2 (Case Paper) Total Value - £0.300m Total Value of WYCA Funding - £0.300m Funding Recommendation sought – £0m	A scheme to consolidate all of WYCA’s existing websites through the design, development and launch new digital infrastructure enabling far greater engagement.

1.3 This report also presents recommendations for the following schemes that have had exception reports assessed in line with WYCA’s Assurance Process. These schemes have a total combined funding value of £13.180m when fully approved, all of which will be funded by WYCA. A total expenditure recommendation to the value of £0.630m is sought as part of this report for the development and delivery of these schemes. Further detail on the schemes summarised below can be found as part of this report.

A641 - Bradford to Huddersfield Corridor <i>Calderdale led scheme that also interfaces with Bradford and Kirklees</i>	Activity 1 (Expression of Interest) Exception Total Value - £0.730m Total Value of WYCA Funding - £0.730m Funding Recommendation sought – £0.630m	Funding for further strategic development of this multi-modal corridor scheme which links Bradford, Brighouse and Huddersfield.
Strategic Inward Investment Fund <i>Leeds City Region-wide Scheme.</i>	Activity 6 (Delivery) Exception Total Value - £12.450m Total Value of WYCA Funding - £12.450m Funding Recommendation sought – £0m	Exception to this dedicated inward investment grant scheme, which is operated specifically to secure investment to deliver significant benefits in terms of job creation and leveraging private sector investment.

1.4 WYCA’s Assurance Framework requires that formal approval is given to the following elements of a scheme as part of its development:

- The progression of a scheme through a Decision Point to the next activity
- Indicative or full approval to the total value of the scheme
- Funding requested
- WYCA’s entry into a funding agreement with the scheme’s Promoter
- The Assurance Pathway and Approval Route for future Decision points
- The scheme’s Approval Tolerances

This report provides the information required to enable WYCA to approve each of the above elements.

2 Information

2.1 This report puts forward proposals for the progression of, and funding for, a number of schemes for approval by WYCA, following consideration by the Investment Committee. WYCA will recall that a three stage approach has been introduced as part of an enhancement to current project management arrangements, with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass Decision Points 2 (case paper approval) and 5 (final cost approval), highlighted in green below, with the requirement to meet the intervening activities deemed on a project by project basis.



2.2 The Programme Appraisal Team (PAT) appraises all schemes at the Decision Points. The PAT consists of an independent panel of officers representing policy, legal, financial, assurance and delivery supplemented with external experts. The scheme promoters from the District Councils or Partner Delivery organisations attend the meeting to introduce the scheme and answer questions from the panel. The Terms of Reference for the PAT are contained within the Leeds City Region Assurance Framework.

2.3 Five schemes that are set out in the following report have been considered by West Yorkshire and York’s Investment Committee and have been recommended for approval. These are summarised as:

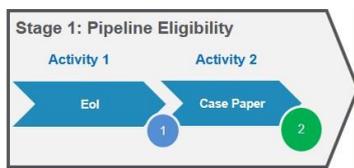
Leeds City Region Enterprise Zones Programme	Decision Point 2 (Case Paper)
Steeton and Silsden A629 Foot/Cycle Crossing	Decision Point 2 (Case Paper)
East Leeds Outer Ring Road Junctions	Decision Point 5 (Full Business Case with Finalised Costs)
A641 - Bradford to Huddersfield Corridor	Activity 1 (Expression of Interest) Exception
Strategic Inward Investment Fund	Activity 6 (Delivery) Exception

2.4 The following two schemes have progressed directly to WYCA, because of either timescales relating to their delivery or governance requirements of the funding stream.

Warm Homes Grant Fund	Decision Point 2 (Case Paper)
WYCA Website	Decision Point 2 (Case Paper)

Programmes and Projects for Consideration

3 Projects in Stage 1: Pipeline Eligibility



3.1 Projects at the eligibility stage are seeking entry into the portfolio and should demonstrate a strategic fit in terms of project outcomes, with further project definition including costs and detailed timescales to be developed as the project progresses through the pipeline. At this stage funding may be sought to enable this work to progress.

3.2 Leeds City Region Enterprise Zones Programme (Decision Point 2 Case Paper)

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

3.2.1 Enterprise Zones (EZs) are seen as a key part of the Government’s national agenda to devolve responsibility for growth and incentivise additional economic development. The Leeds City Region (LCR) EZ Programme consists of two EZs comprising the Phase 1 Leeds EZ and Phase 2 multi-site EZ across sites in Bradford, Calderdale, Kirklees and Wakefield.

3.2.2 The EZ Programme supports the LCR Strategic Economic Plan (SEP) vision and the principle of ‘good growth’ by supporting delivery of innovation, good jobs/incomes and improving the quality of places. The EZs are also identified as Spatial Priority Areas in the SEP.

3.2.3 The City Region's two Enterprise Zones have the potential to offer significant benefits and meet a range of city region and national objectives. This includes delivery of approximately 230 hectares of employment land, over 15,000 jobs and approaching £5bn of GVA by 2025 when all ten EZ sites are developed in full. Currently the Leeds EZ has businesses in place and is well advanced. The infrastructure requirements for Lindley Moor West EZ site have been addressed with occupation of units from April 2017.

3.2.4 Based on initial independent feasibility and market advice, the current anticipated level of public sector support required to unlock all EZ sites is estimated to be £45.541m or up to £52.866m if support is required to underwrite speculative economic development by the private sector.

3.2.5 An initial £20m was secured through Growth Deal 3 (GD3) to support the LCR EZ programme. This stage of the programme focuses on delivery of this initial £20m Growth Deal 3 funding plus potential further match funding and/or external funding opportunities.

3.2.6 WYCA/LEP are committed to delivering the EZ programme. However, currently the total costs for the EZ Programme are only partially funded (via GD3) in advance of any decision being taken on the availability of other public sector (WYCA/districts) support. A phased EZ programme therefore needs to be progressed as an interim solution.

3.2.7 WYCA and EZ districts have been working collaboratively to identify and develop master planning and technical feasibility work for priority sites for investment. This ongoing work has informed the proposed phasing process which is also based on:

- strength of the business case for investment;
- scale of economic benefits;
- independent assessment of market demand;
- availability of technical and site feasibility assessments (where required);
- landownership considerations/constraints; and
- ability of developers to commence delivery in the short term.

3.2.8 As a result of this collaborative work, it is proposed that the £20m GD3 funding is deployed as follows:

Phase 1 Leeds EZ (Total: £4.400m)

- Leeds EZ power solution (£4.400m)

Phase 2 EZ (Total: £15.100m)

- Clifton Business Park, Calderdale (sub-phase A1): An initial phase of site clearance and associated site levelling (£5.900m). National Productivity Investment Fund (NPIF) grant funding (£4.49m) will be used to provide site access and walking/cycling access across the business park.
- Parry Lane, Bradford (sub-phase A2): Site remediation including: site levelling; access/junction improvements; removal of foundations; utilities (£1.200m)
- Gain Lane, Bradford (sub-phase A2): An initial phase of site remediation and access improvements including: site levelling; retaining structures; spine roads; utilities and drainage works (£2.900m)
- South Kirkby Business Park, Wakefield (sub-phase A2): Site remediation including: site levelling; sub-station; sewer/drainage works; utilities (£5.100m)

The remaining £0.500m will fund EZ programme management costs.

3.2.9 Clifton Business Park is identified in sub-phase A1 based on the site's strategic role as the largest employment allocation in Calderdale and the largest/most complex Phase 2 EZ site. Clifton also has potential to accommodate the re-location and growth of flood affected businesses in the Calderdale area following the 2015 Boxing Day floods. The initial feasibility and master planning findings also confirmed the site's economic impact and complexity of infrastructure requirements.

3.2.10 The three locations included at Phase A21 are currently all seeking investment now/or are likely to do so prior to April 2018. These allocations also have strong market demand, a willing/able developer or landowner in place and technical information in place or underway.

3.2.11 Sites identified within Phase A3 and A42 are placed on hold in terms of funding for capital works until a decision is made regarding the EZ Programme 'Open Call for Projects' submission later in the year. The submission seeks additional Growth Deal funding for the remaining unfunded elements of the programme. The programme has also secured £4.49m of National Productivity Investment Fund (NPIF) grant funding for highway access at Clifton Business Park. Other potential funds currently identified for potential match contributions include ESIF, WY TF, Environment capital budgets and Local Authorities. In the interim period pre-feasibility/master planning work will continue at Staithgate Lane (Bradford), Lindley Moor East (Kirklees) and Langthwaite Business Park (Wakefield).

3.2.12 Following Decision Point 2 approval of the Enterprise Zones Programme, work will commence on Activity 3 (Outline Business Case) for the Phase 2 sites in sub-phases A1 and A2 and Activity 4 (Full Business Case) for the Phase 1 Leeds EZ site. Each EZ

¹ Parry Lane (Bradford); Gain Lane (Bradford) and South Kirkby Business Park (Wakefield)

² Staithgate Lane (Bradford); Lindley Moor East (Kirklees); Moor Park (Kirklees) and Langthwaite Business Park (Wakefield)

site will seek a recommendation from Investment Committee before seeking WYCA approval at the next Decision Point in its development.

Costs

- 3.2.13 The programme currently has a budget allocation through Growth Deal 3 of £20m. This funding will support delivery of a power solution for the Leeds (Phase 1) EZ at £4.4m and support the Phase 2 EZ sites (A1 and A2 sites).
- 3.2.14 The programme costs at this stage assume a circa £4.4m requirement for the Leeds EZ power solution which is consistent with emerging work and will be subject to approval through the WYCA Assurance Process. This is a reduction from the provisional £10m allocation presented to Investment Committee in 2016 following further technical work by Leeds City Council. It is anticipated that the final costs will be presented to Investment Committee for consideration in early 2018.
- 3.2.15 Opportunities for funding of further phases are currently being explored. The total LCR EZs Programme cost could increase to £52.866m.
- 3.2.16 Development costs of up to £0.302m to be funded from the Local Growth Fund are also requested as part of this report, in order to progress Phase 2 sites to Decision Point 5 (Full Business Case with Finalised Costs). The project development funding will be used to progress further site feasibility, master planning and detailed design work for EZ sites in sub-phases A1 and A2. The funding will also provide a resource for legal support and due diligence.

Timescales

- 3.2.17 To be aligned with Growth Deal 3 timeframe which requires delivery by March 2021 and the outputs outlined within the Case Paper are anticipated by 2024.

Tolerances

- 3.2.18 In order for the programme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- Costs will remain within the budget allocation of £20.000m

- 3.2.19 Tolerances for each of the projects within the programme will be set when the projects come through the Assurance Framework at Decision Point 3.

3.2.20 Project Responsibilities

Senior Responsible Officer: David Walmsley, Head of Economic Policy, WYCA
Project Manager: Justin Wilson, Head of Strategic Networks, WYCA

Recommendations

3.2.21 That WYCA approves that:

- The Leeds City Region Enterprise Zones Programme proceeds through Decision Point 2 and work commences on Activity 3 (Outline Business Case) for the Phase 2 sites outlined in this report and Activity 4 (Full Business Case) for Phase 1 Leeds EZ.
- An indicative Approval to the £20.000m programme cost is given from the Local Growth Fund with Full Approval to spend being granted to individual sites once they have progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
- Development costs of up to £0.302m from the Local Growth Fund are approved in order to progress Phase 2 sites to Decision Point 3 (Outline Business Case).
- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

3.3 Steeton and Silsden A629 Foot/Cycle Crossing (Decision Point 2 Case Paper)

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 3.3.1 The Department for Transport has provided a grant fund of up to £0.700m for development of an Outline Business Case (OBC) to improve cycling and walking links in the Bradford District.
- 3.3.2 The OBC will develop a preferred solution to facilitate pedestrian and cycling crossing at the junction of the A629 dual carriageway and the A6034 (Keighley Road / Station Road) to link Silsden village with the Steeton and Silsden rail station.
- 3.3.3 A preferred design will seek to reduce the severance affect that the A629 has for Silsden residents on local walking and cycling journeys, particularly for accessing the rail station. The scheme supports aspirations for increased improved connectivity, increased physical activity, road safety and low carbon ‘good growth’.
- 3.3.4 Funding for scheme delivery is yet to be identified and options for this will form part of the Outline Business Case.

Costs

- 3.3.5 The Department for Transport has provided grant funding of up to £0.700m through City Cycle Ambition Grant (CCAG) payments. Costs of £0.210m have been allocated for OBC development works.

Timescales

- 3.3.6 The Outline Business Case delivery is to be completed by May 2018.

Tolerances

- 3.3.7 In order for the scheme to follow the Assurance Pathway and Approval Route that is proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- Costs remain within 10%. Cost increases over 10% will require further approvals from WYCA.
- If the programme is forecast to slip by more than 3 months then this will require further approvals by WYCA.

3.3.8 Project Responsibilities

Senior Responsible Officer: Richard Gelder, Highways Services Manager, Bradford Council

Project Manager: Tom Jones, Highways Services, Bradford Council

WYCA Case Officer: Alistair Ryder, Transport Policy

Recommendations

- 3.3.9 That WYCA approves that:

- The Steeton and Silsden A629 Foot/Cycle Crossing proceeds through Decision Point 2 (Case Paper) and work commences on Activity 3(Outline Business Case).
- Approval to the total project value of £0.210m is given from the CCAG Fund (which incorporates the DfT Grant) for Activity 3 (OBC) only.
- WYCA enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure of up to £0.210m from the CCAG Fund.
- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including that Decision Point 3 approval will be delegated to WYCA's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

3.4 A641 - Bradford to Huddersfield Corridor (Activity 1 Expression of Interest Exception)

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 3.4.1 The A641 Bradford – Brighouse – Huddersfield corridor, including the A644 between Brighouse and M62 J25, in an important manufacturing corridor that forms part of the West Yorkshire Key Route Network (KRN). It was identified as a multi-modal corridor in the West Yorkshire Plus Transport Fund’s initial scheme pipeline, with delivery by 2023. The corridor has issues in all locations, including at key junctions – mostly in Brighouse.
- 3.4.2 Initial pre-feasibility work has established that there is significant complexity to the transport issues in Brighouse, and that opportunity exists to use A641 WY+TF investment to resolve these and enable the realisation of Brighouse’s economic growth potential and local plan site development in Bradford, Calderdale and Kirklees. This project is therefore extremely important to each of the districts.

Project Exception

- 3.4.3 There is the potential for significant strategic development of the wider geographical area where this project is located, including far reaching implications of draft Local Plans, and other planned investment. In order to fully understand the scope of the A641 project, Calderdale Council, as project promoter, needs to work closely with neighbouring authorities and other partners to gain further intelligence of dependencies and interdependencies.
- 3.4.4 Undertaking this exercise will enable the promoter to define the scope of the A641 project, and submit an updated EoI to include this refined information.

Costs

- 3.4.5 The project has an existing approval of £0.100m, which has funded the initial pre-feasibility work and staff costs on the project, to establish an indicative scope and phasing. The total WYCA allocation to this project is £52.4m. The Project Promoter now requires an additional £0.630m development funding, to cover the cost of undertaking further feasibility to determine full scope and high level costs of the project and prepare a revised Expression of Interest.

Timescales

- 3.4.6 An Expression of Interest (EoI) is programmed for early in 2018/19, with Decision Point 2 (Case Paper) later that year and an Outline Business Case submission due in 2019.

Tolerances

- 3.4.7 Tolerances for the scheme will be set at Decision Point 2 (Case Paper). At Decision Point 2, the scheme will seek an approval recommendation from Investment Committee before seeking approval from WYCA.

3.4.8 Project Responsibilities

Senior Responsible Officer: Mark Thompson, Calderdale Council

Project Manager: Sarah Callaghan, Calderdale Council

WYCA Case Officer: Rachel Jones

Recommendations

- 3.4.9 That WYCA approves that:

- Further development costs of up to £0.630m are approved from the West Yorkshire plus Transport Fund to enable further Expression of Interest development, in order to progress the scheme to Decision Point 2 (Case Paper), taking the total project approval to £0.730m.
- WYCA enters into an addendum to the existing funding agreement with Calderdale Council for A641 - Bradford to Huddersfield Corridor for additional expenditure of up to £0.630m from the WY+TF.
- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Pipeline Development



- 3.5 Projects at Pipeline Development Stage should demonstrate that they have tested the feasibility of a solution through their business case. This business case should then be developed in order to confirm and detail the preferred solution including finalising its cost.

3.6 East Leeds Orbital Road - Outer Ring Road Junctions (Decision Point 5 Full Business Case with Finalised Costs)

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 3.6.1 The East Leeds Orbital Road (ELOR) project was identified as a WYCA investment priority and was included in the West Yorkshire plus Transport Fund. It comprises:
- 7km of new dual carriageway around the north east sector of Leeds (between Red Hall and Thorpe Park)
 - Reprioritisation of road space along the existing section of the ring road that would be by passed, including around Cross Gates centre, to improve sustainable local transport connections
 - Capacity and operational improvements at 5 key junctions along or adjacent to the existing ring road to the west of Red Hall to address current congestion issues and ensure they are capable of accommodating future travel demand
 - The Manston Lane Link Road connecting the southern part of the new dual carriageway with the M1 east of Thorpe Park (this section is being fully funded by the private sector)
- 3.6.2 Apart from providing significantly enhanced connectivity, reducing traffic congestion and enhancing environmental and safety conditions, ELOR will also unlock the potential for building of 5500 new homes in what is known as the East Leeds Extension.
- 3.6.3 An outline business case for the whole project was approved by WYCA in 2015 and funding was allocated to undertake development work covering design, economic modelling and developing a procurement strategy. It was agreed that an advance package of junctions' works would be progressed and specifically detailed design work has taken place for 3 of the 5 junctions along the existing ring road corridor to the west of Red Hall:
- A6120/Roundhay Park Lane
 - A6120/A61 Harrogate Road
 - A61/Harrogate Road/Scott Hall Road
- 3.6.4 The above junctions' designs will incorporate the latest green streets design principles and provide enhanced provision for cyclists and pedestrians.
- 3.6.5 A full business case has been submitted covering the delivery of these three specific junctions in advance of the main new dual carriageway. The full business case includes tendered prices and an estimate of quantified risk.

3.6.6 The prices for the delivery of the advance junction works are based on tendered submissions. The prices are valid up to 28 December 2017, and if the approvals to allocate funds are gained, the work on the advance junctions will start on site during January 2018.

3.6.7 The works on the full ELOR package are continuing to progress and it is anticipated that work could start on site in May 2019, subject to Decision Point 5 approval (Full Business Case with Finalised Costs). The full ELOR package will return to Investment Committee for a recommendation for approval to WYCA at either Decision Point 4 (Full Business Case) or Decision Point 5 (Full Business Case with Finalised Costs).

3.6.8 **Costs**

Total ORR project cost - £14.046m

WYCA Total funding - £14.046m

3.6.9 WYCA Funding Approvals to date – The full ELOR package of schemes has a £3.900m approval (which covered design and preparation for Phase 1 and OBC for balance of ELOR project) and £6.750m to cover land costs (none of which is required for this ORR project). This was combined with a £1.160m contribution from funding approved by WYCA to commence development work on WY+TF projects before the growth deal was established. This existing approval has funded the development of this project, and has not been included in the total project cost presented above.

3.6.10 **Timescales**

ORR Project starts on site – January 2018

ORR Project Completion Date – April 2019

3.6.11 **Project Responsibilities**

Senior Responsible Officer: Oliver Priestley, Leeds City Council

Project Manager: Paul Russell, WSP on behalf of Leeds City Council

WYCA Case Officer: Paul Roberts

Tolerances

3.6.12 In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- That the total project cost remains within 10% of the total project cost provided in this report.

- That the project delivery timescales remain within 3 months of the timescales outlined in this report.

Recommendations

3.6.13 That WYCA approves that:

- The East Leeds Outer Ring Road Junctions Project (part of the East Leeds Orbital Road Package of schemes) proceeds through Decision Point 5 (Full Business Case with Finalised Costs) and work commences on Activity 6 (Delivery).
- Approval to WYCA’s contribution of £14.047m (which will be funded from the WY+TF) is given, taking the total project approval for the full ELOR package of schemes to £25.857m (£14.047m plus £3.900m for design and preparation for Phase 1 and the OBC for the ELOR project plus £6.750m for land costs and a £1.160m contribution from funding approved by WYCA to commence development work on WY+TF projects before the growth deal was established (all funded from the WY+TF)).
- WYCA enter into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £25.857m from the WY+TF.
- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report following a recommendation by WYCA’s Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 3 – Programme Committed



3.6.14 Once in Delivery & Evaluation the scheme is delivered and WYCA funding is drawn down. When delivery is completed a review is carried out to ensure that the scheme has met all its requirements and outputs in accordance with its Funding Agreement. Finally information about a scheme’s performance following its completion is collected, in order to evaluate the success of the scheme.

3.7 Strategic Inward Investment Fund (Activity 6 Delivery) Exception.

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 3.7.1 The scheme provides the region with a funding stream to support significant inward investment projects locating in Leeds City Region, enabling the region to compete more effectively against international locations for job creating projects. Applications are received via referral from the Inward Investment team and awards are made on the basis of business case applications that will be appraised by the LEP Business Investment Panel and seek approval from WYCA.
- 3.7.2 The scheme eligibility parameters were that awards will be for grants larger than £250k and, in the main, lower than £1m, although no firm upper limit has been set. The target job creation figure for the scheme are 1,245.
- 3.7.3 The Strategic Inward Investment Fund (SIIF) was approved In July 2017 and is now receiving applications from projects.

Details of the Exception

- 3.7.4 The exception aims to widen the Strategic Inward Investment Fund to enable more large businesses from across the Leeds City Region to be eligible to apply. The exception proposes that the lower limit of the scheme is decreased in line with the de minimis level (€200,000), which will vary in GBP value depending upon the prevailing exchange rate. This exception is proposed in order to ensure the scheme provides maximum flexibility, compliant with the relevant State Aid regulations. The exception will enable support to large businesses locating in the region outside of the designated Assisted Areas. Because of the nature of state aid funding, assistance to large businesses outside of assisted areas is limited to the de minimis aid amount equivalent to €200,000 (EU De minimis Aid Regulation allows small amounts of aid to be given to a project for a wide range of range of purposes). As a result the lower grant limit of £250,000 for the Strategic Inward Investment Fund means that applications that would only qualify for de minimis aid are not currently allowable under the Fund. Reducing the Strategic Inward Investment limit to the GBP equivalent to €200,000 (which would be calculated at time of application), would ensure that businesses could be supported across the wider geography of the City Region.
- 3.7.5 In addition, this exception proposes that applications for grant funding of £250,000 or less to the Strategic Inward Investment Fund are assured in line with Business Growth Programme assurance and approval processes (approved in August 2017) and that decision making for these grants is delegated to Managing Director, on the basis of a recommendation at Decision Point 4 by Business Investment Panel. The current process requires a scheme to be considered by Investment Committee and WYCA at Decision Point 2 (Case paper), which is not felt to be proportionate for this lower level of grant.

Costs

3.7.6 There is no impact on the approved scheme value of £12.45m.

Timescales

3.7.7 The overall programme timescale remains unchanged. The grant fund will be in operation until March 2021.

Tolerances

3.7.8 In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- If programme costs increase by more than 10%
- If programme slips by more than 3 months
- If there are changes to the parameters of the grant scheme
- If job outputs are forecast to reduce by more than 10% (1,245 jobs baseline), and/or Private Sector investment levered decreases more than 20% (£108m) baseline

3.7.9 Project Responsibilities

Senior Responsible Officer: David Shepherd, WYCA
Project Manager: Sam Lewis, WYCA
Case Officer: Heather Briggs, WYCA

Recommendations

3.7.10 That WYCA approves that:

- The exception is approved to change the Strategic Inward Investment Fund lower limit for applications from £250, 000 to GBP equivalent (at time of application) to €200,000.
- The exception is approved to amend the assurance and approval processes for applications of £250,000 or below as outlined in this report, so that these decisions are delegated to the WYCA Managing Director.

4 Schemes proceeding directly to WYCA

4.1 The following schemes have proceeded directly to WYCA ahead of consideration by the Investment Committee due to the nature of their funding stream or governance requirements.

4.2 The Leeds City Region Warm Homes Programme (Decision Point 2 Case Paper)

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 4.2.1 The Leeds City Region Warm Homes Programme and Projects will deliver central heating systems (gas fired), and gas connections where appropriate, to fuel poor households across the Leeds City Region (LCR). LCR is home to around 3m people and has around 140,000 fuel poor households, which represents an average fuel poverty rate of 10.8%, compared to 10.4% nationally. Fuel poor households often live in cold and damp housing, are vulnerable to poor health and possible exclusion from services such as education and the jobs market. Many of the fuel poor households in LCR do not use mains gas to heat their homes; identifying and improving these properties will be the overarching aim of the LCR Warm Homes Programme. An adequately heated home has positive impact on health, the ability to participate in education by providing a quiet warm place to study, and access to the jobs market.
- 4.2.2 The Programme has been developed in response to National Grid's £150m Warm Homes Fund which was announced in July 2017, to be awarded in three rounds. WYCA and partners have developed a £1.6m bid, which was submitted to National Grid in September 2017. The Leeds City Region Warm Homes Programme and Projects will deliver central heating systems (gas fired), and gas connections where appropriate, to fuel poor households across the Leeds City Region.
- 4.2.3 Whilst the funding application was for £1.812m to fund both gas and oil heating systems, the oil systems element of the programme was not approved so the project will proceed on the basis that only gas systems will be installed. The offer from the National Grid Warm Homes Fund is £1.620m.
- 4.2.4 The total value of the project is £2.910m. In addition to WYCA's funding contribution of £1.620m, the scheme will also be funded through contributions from District Councils, EON, Northern Gas Networks and private landlords.
- 4.2.5 The funding will fund gas central heating systems, and the Programme Management of the scheme. There is no requirement for WYCA funding to directly deliver the Programme and outputs, however WYCA will be lead partner and responsible for delivery. WYCA will enter into the funding agreement with National Grid.
- 4.2.6 Measures to privately owned and rented properties will be delivered through existing contracts with Keepmoat, measures to social housing will be delivered through

Housing Leeds existing contract arrangements. A grant agreement between WYCA and Housing Leeds will be required.

4.2.7 A summary of the Scheme's Business Case is included in **Appendix 1**.

Costs

4.2.8 Total Project Cost: £2.910m

WYCA Contribution: £1.620m (to be funded from the National Grid Warm Homes Grant to WYCA)

Total Other Public Sector Funding: £0.825m

Total Other Private Sector Funding: £0.465m

4.2.9 Timescales

- Funding award: November 2017
- Grant agreement: January 2018
- Scheme completion (final report and evaluation): April 2019

Tolerances

4.2.10 In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- That WYCA's contribution remains within the value set out in this report.
- That the scheme is delivered within 6 months of the timescale set out in this report.

Project Responsibilities

4.2.11 Senior Responsible Officer: Elizabeth Courtney

Project Manager: Vicky Dumbrell

WYCA Case Officer: Daisy Johnson

Recommendations

4.2.12 That WYCA approves that:

- The Warm Homes programme proceeds through Decision Point 2 (Case paper) and work commences on Activity 5 (Full Business Case with Finalised Costs).
- Indicative approval is given to the total Project cost of £2,909,600 and WYCA's contribution of £1,619,960 (to be funded from the National Grid Warm Homes Fund) with full approval to spend being granted once the

scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised cost).

- Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to WYCA’s Managing Director following a recommendation by WYCA’s Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

4.3 WYCA Website (Web3) (Decision Point 2 Case Paper)

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	N/A

Background

- 4.3.1 The project is focused on the design, development and launch of a new website for West Yorkshire Combined Authority (WYCA). It aims to consolidate all of WYCA’s existing websites (including those of WYCA, LEP, Invest, City Connect, Metro and Mcard) into a single website. This will deliver a more efficient, cost effective and user-friendly online portal which will be used as a platform to showcase the WYCA brand and share a wide breadth of information on what the organisation does in a single place.
- 4.3.2 The project builds upon the work being delivered as part of Web2 programme which should be completed in January 2018 to move the websites to a new Content Management System (CMS), known as Umbraco which is hosted by Azure. The project is seen as a key deliverable of the emerging Corporate Technology Strategy, specifically an extension of the Website Harmonisation strand (Priority 3), and the core deliverable of ‘Pillar 1: A platform for a single organisation’ in the Digital Strategy, which both aim to provide the organisation with a quality external communications and engagement platform in a single technology that better meets the needs of the business.
- 4.3.3 A summary of the Scheme’s Business Case is included in **Appendix 2**.
- 4.3.4 **Costs**
- 4.3.5 The scheme requires funding of £0.3m to cover the costs of development, testing and launch of the new website. The scheme promoter does not expect there to be any development costs associated with progressing the scheme to Full Business Case with finalised cost (Activity 5). It is anticipated that the Communication Team’s revenue budget for staff time/resources will cover the project management costs linked with the preparation of FBC document, a brief for tendering a technical agency

to design, test and build the new website, as well as hosting an open day with prospective tenders.

Timescales

- 4.3.6 The Website update (Web3) programmes a Full Business Case with finalised cost submission in January 2018, with scheme completion by June 2018

Tolerances

- 4.3.7 In order for the scheme to follow the Assurance Pathway and Approval Route that are proposed in this report, it should remain within the following tolerances. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or WYCA for further consideration:

- The scheme remains within 10% of the total project cost outlined in this report.
- The scheme's delivery programme remains within 3 months of the timescales set out in this report.

4.3.8 Project Responsibilities

Senior Responsible Officer: Roger Baker, WYCA;
Project Manager: Guy Shrimpton, WYCA; and
WYCA Case Officer: Adam Kendall Ward, WYCA.

Recommendations

That WYCA approves that:

- The WYCA Website (Web3) project proceeds through Decision point 2 and work commences on the Full Business Case with Finalised Cost (Activity 5).
- Indicative approval is given to the total project cost of £0.300m to be funded from WYCA's overall capital programme, (with the funding source coming from cash, eligible programmes and / or borrowing) with full approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs)
- That future approvals are made in accordance with the Assurance Pathway with Full Business Case with finalised cost (Activity 5) approval made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined.

5 Financial Implications

- 5.1 The report seeks endorsement to expenditure from the available WYCA funding as set out in this report.

6 Legal Implications

- 6.1 The payment of funding to any recipient will be subject to a funding agreement being in place between WYCA and the organisation in question.

7 Staffing Implications

- 7.1 A combination of WYCA and District partner project, programme and portfolio management resources are identified and costed for within the schemes in this report.

8 External Consultees

- 8.1 Where applicable scheme promoters have been consulted on the content of this report.

9 Recommendations

Leeds City Region Enterprise Zones Programme (Decision Point 2)

- 9.1 That WYCA approves that:
- i. The Leeds City Region Enterprise Zones Programme proceeds through Decision Point 2 and work commences on Activity 3 (Outline Business Case) for the Phase 2 sites outlined in this report and Activity 4 (Full Business Case) for Phase 1 Leeds EZ.
 - ii. An indicative Approval to the £20.000m programme cost is given from the Local Growth Fund with Full Approval to spend being granted to individual sites once they have progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
 - iii. Development costs of up to £0.302m from the Local Growth Fund are approved in order to progress Phase 2 sites to Decision Point 3 (Outline Business Case).
 - iv. Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Steeton and Silsden A629 Foot/Cycle Crossing (Decision Point 2)

- 9.2 That WYCA approves that:

- i. The Steeton and Silsden A629 Foot/Cycle Crossing proceeds through Decision Point 2 (Case Paper) and work commences on Activity 3(Outline Business Case).
- ii. Approval to the total project value of £0.210m is given from the CCAG Fund (which incorporates the DfT Grant) for Activity 3 (OBC) only.
- iii. WYCA enter into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure of up to £0.210m from the CCAG Fund.
- iv. Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including that Decision Point 3 approval will be delegated to WYCA’s Managing Director. This will be subject to the scheme remaining within the tolerances outlined in this report.

A641 - Bradford to Huddersfield Corridor (Activity 1 Exception)

9.3 That WYCA approves that:

- i. Further development costs of up to £0.630m are approved from the West Yorkshire plus Transport Fund to enable further Expression of Interest development, in order to progress the scheme to Decision Point 2 (Case Paper), taking the total project approval to £0.730m.
- ii. WYCA enters into an addendum to the existing funding agreement with Calderdale Council for A641 - Bradford to Huddersfield Corridor for additional expenditure of up to £0.630m from the WY+TF.
- iii. Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

ELOR Leeds Outer Ring Road Junctions (Decision Point 5)

9.4 That WYCA approves that:

- i. The East Leeds Outer Ring Road Junctions Project (part of the East Leeds Orbital Road Package of schemes) proceeds through Decision Point 5 (Full Business Case with Finalised Costs) and work commences on Activity 6 (Delivery).
- ii. Approval to WYCA’s contribution of £14.047m (which will be funded from the WY+TF) is given, taking the total project approval for the full ELOR package of schemes to £25.857m (£14.047m plus £3.900m for design and preparation for Phase 1 and the OBC for the ELOR project plus £6.750m for land costs and a £1.160m contribution from funding approved by WYCA to commence development work on WY+TF projects before the growth deal was established (all funded from the WY+TF)).
- iii. WYCA enter into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £25.857m from the WY+TF.
- iv. Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report following a recommendation by

WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

Strategic Inward Investment Fund (Activity 6 Exception)

9.5 That WYCA approves that:

- i. The exception is approved to change the Strategic Inward Investment Fund lower limit for applications from £250,000 to GBP equivalent (at time of application) to €200,000.
- ii. The exception is approved to amend the assurance and approval processes for applications of £250,000 or below as outlined in this report, so that these decisions are delegated to the WYCA Managing Director.

The Leeds City Region Warm Homes Programme

9.6 That WYCA approves that:

- i. The Warm Homes project proceeds through Decision Point 2 (Case paper) and work commences on Activity 5 (Full Business Case with Finalised Costs).
- ii. Indicative approval is given to the total Project cost of £2,909,600 and WYCA's contribution of £1,619,960 (to be funded from the National Grid Warm Homes Fund).
- iii. Future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

WYCA Website (Web3)

9.7 That WYCA approves that:

- i. The WYCA Website (Web3) project proceeds through Decision point 2 and work commences on the Full Business Case with Finalised Cost (Activity 5); An indicative funding allocation of £0.300m from part of the Authority's overall capital programme, (with the funding source coming from cash, eligible programmes and / or borrowing) with full approval to spend once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised cost); and
- ii. That future approvals are made in accordance with the Assurance Pathway with Full Business Case with finalised cost (Activity 5) approval made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined.

10 Appendices

Appendix 1 – Warm Homes Fund EOI Case Paper Summary

Appendix 2 – WYCA Website (Web3) Development EOI Case Paper Summary

11 Background Documents

None as part of this report.

Scheme Summary

Name of Scheme:	Warm Homes Fund
PMO Scheme Code:	BHY-WHF-001
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Elizabeth Courtney
Lead Promoter Contact:	Vicky Dumbrell, Programme Manager, Better Homes
Case Officer:	Daisy Johnson
Applicable Funding Stream(s) – Grant or Loan:	National Grid Warm Homes Fund
Growth Fund Priority Area (if applicable):	N/A
Approvals to Date:	Leadership Team approval of Request for Decision to apply for funding dated 21/07/2017.
Forecasted Full Approval Date (Decision Point 5):	w/c 22 nd December 2017
Forecasted Completion Date (Decision Point 6):	February 2019
Total Scheme Cost (£):	£2.910m
WYCA Funding (£):	£1,620m (funding awarded from National Grid Warm Homes Fund)
Total other public sector investment (£):	£0.825m (District Match Funding)
Total other private sector investment (£):	£0.465m (£80,640 Private Landlords + £20,400 EON + £363,600 Northern Gas Networks)
Is this a standalone Project?	Yes
Is this a Programme?	No

Is this Project part of an agreed Programme?

Yes. It is part of the Better Homes Yorkshire programme

Current Assurance Process Activity:



Scheme Description:

Context:

The Leeds City Region Warm Homes Programme and Projects will deliver central heating systems (gas fired), and gas connections where appropriate, to fuel poor households across the Leeds City Region. The Leeds City Region is home to around 3m people and has around 140,000 fuel poor households, which represents an average fuel poverty rate of 10.8%, compared to 10.4% nationally. Fuel poor households often live in cold and damp housing, are vulnerable to poor health and possible exclusion from services such as education and the jobs market. Many of the fuel poor households in LCR do not use mains gas to heat their homes; identifying and improving these properties will be the overarching aim of the LCR Warm Homes Programme. An adequately heated home has positive impact on health, the ability to participate in education by providing a quiet warm place to study, and access to the jobs market.

Programme Development:

The Programme has been developed in response to National Grid’s £150m Warm Homes Fund which was announced in July 2017, to be awarded in three rounds. WYCA, working with North Yorkshire, Leeds, Kirklees, Barnsley, Bradford, Calderdale, Wakefield, developed a £1.6m bid, which was submitted to National Grid in September 2017. The Leeds City Region Warm Homes Programme and Projects will deliver central heating systems (gas fired), and gas connections where appropriate, to fuel poor households across the Leeds City Region.

National Grid Funding Allocation:

The allocation from the National Grid Warm Homes Fund is £1,619,960.

Programme and Contract Management:

The funding will fund gas central heating systems, and the Programme Management of the scheme. There is no requirement for WYCA funding to directly deliver the Programme and outputs, however WYCA will be lead partner and responsible for delivery. WYCA will enter into the funding agreement with National Grid.

The Warm Homes programme will be delivered through the well-established Better Homes Yorkshire programme and contracts.

Scheme Outputs:

- 704 gas central heating systems
- Housing insulation where required
- 202 gas connections

Each system includes a full wet system, condensing boiler, controls, seven radiators, pre-measure Energy Performance Certificate, and one post-install support visit. Additionally, a proportion of typically occurring extra-over items have been included in the cost per system. The post install visit will include energy efficiency, and tariff set up and switching advice. Data gathered from these visits will form part of the evaluation of the Programme.

Scheme Objectives:

- Secure £1,619,960 Warm Homes Funding from National Grid by November 2017
- Secure £825k partner match funding by March 2019
- Deliver 704 gas central heating systems by March 2019
- Deliver 200 new gas connections in partnership with Northern Gas Networks by March 2019

Business Case Summary:

<p>Strategic Case</p>	<p>The Programme will contribute towards the Leeds City Region Strategic Economic Plan Vision “to be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone” by supporting the people who can least afford it, to meet a fundamental and basic need, of a warm and dry place to live. In addition to tackling fuel poverty, providing efficient heating also reduces excessive carbon emissions which can result from inefficient systems.</p> <p>Tackling fuel poverty, and delivering interventions to some of the most deprived communities, often in partnership with local health and social care partners, is a key action within Priority 3 of the City Region’s Strategic Economic Plan (Clean Energy and Environmental Resilience). Priority 3 sets out a long term ambition to become a resilient zero carbon energy economy underpinned by high quality infrastructure, a particular emphasis is:</p> <ul style="list-style-type: none"> • Deliver improvements that make homes across the Leeds City Region warmer and reduce fuel poverty • Develop partnership and funding models with the health sector to deliver collaborative interventions that reduce extreme cold and damp and improve health. <p>Priority 4 Infrastructure for Growth is focused on new build homes, however it also identifies ‘Improving the energy performance of housing to address fuel poverty and health impacts’ as a priority.</p>
<p>Commercial Case</p>	<p>Keepmoat will be the main contractor. They were procured via an OJEU compliant process in December 2014 and will quality check design and costing work completed by the supply chain on a per property basis. Prices were benchmarked in 2017 and were held at the original rate.</p>

	<p>The Framework Agreement is between West Yorkshire Combined Authority and Keepmoat. Scarbrooks Plumbing & Heating will deliver the works.</p> <p>Northern Gas Networks will deliver gas connections.</p> <p>White Rose Energy will provide gas metres.</p> <p>The 7 districts involved (North Yorkshire, Leeds, Kirklees, Barnsley, Bradford, Calderdale, Wakefield) will be responsible for generation of leads, stakeholder engagement, and project management. All Local Authority partners have Call Off contracts with Keepmoat.</p>
Economic Case	<p>The average fuel poverty rate in the Leeds City Region is higher than the national average - with around 140,000 fuel poor homes – and many currently use inefficient energy systems. These include difficult to control and expensive to use electric storage heaters, underfloor electric heating elements, obsolete electric warm air heating systems, electric fires/heaters, solid fuel, gas fire/room heaters. This is resulting in uncomfortable living conditions, expensive heating bills for residents, and higher risk of mould and cold-related illness.</p> <p>There is an opportunity to significantly improve the efficiency of these homes by focusing on the provision of gas central heating systems, and in many cases provision of a gas connection where this is viable.</p> <p>Because of residents' circumstances or property type they may not currently be able to benefit from existing schemes or support. These criteria are set out in the Programme Eligibility Criteria, which have been submitted as part of this EOI.</p> <p>There is an opportunity to reduce the cost of energy bills to the residents by, in some cases, up to 45% and continue to keep bills controlled and affordable. In addition, repair and maintenance costs may be reduced due to a lesser chance of mould and condensation.</p>
Financial Case	<p>Total cost: £2,909,600 comprising:</p> <p>£1,619,960 from the Warm Homes Fund (including £8.4k contingency)</p> <p>£825,000 partner match funding (Local Authorities)</p> <p>£80,640 from participating landlords</p> <p>£20,400 from EON</p> <p>£363,600 from Northern Gas Networks (clarify at FBC plus finalised costs)</p>
Management Case	<p>The Warm Homes programme will be delivered through the well-established Better Homes Yorkshire programme and contracts.</p> <p>The social housing properties are owned by Leeds City Council (Housing Leeds) and will be delivered through existing contract arrangements between Leeds City Council and their Provider.</p> <p>The measures to owner occupied, and privately rented, properties will be delivered through the Better Homes partnership and contracts. Existing staff</p>

	<p>resource in the districts will be used to generate leads, market the scheme and engage with local stakeholders.</p> <p>WYCA will deliver programme and contract management services.</p> <p>55 jobs will be created to deliver the scheme.</p>
--	---

This page is intentionally left blank

Scheme Summary

Name of Scheme:	WYCA Website (Web3) development
PMO Scheme Code:	WYCA – INT – 003
Lead Organisation:	West Yorkshire Combined Authority
Senior Responsible Officer:	Roger Baker, Head of Communications
Lead Promoter Contact:	Guy Shrimpton, Head of Digital Communications
Case Officer:	Adam Kendall Ward, Transport Planner, Transport (Partnerships)

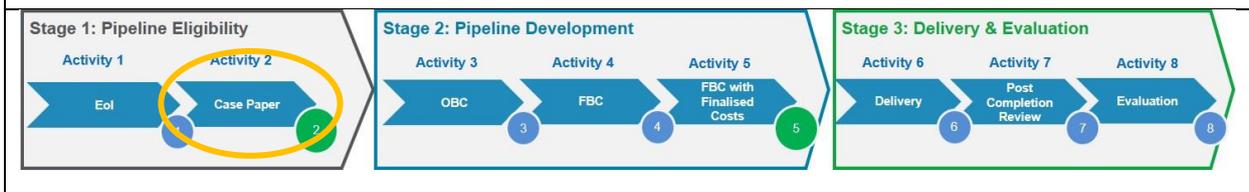
Applicable Funding Stream(s) – Grant or Loan:	WYCA capital funding linked to the Corporate Technology Strategy
Growth Fund Priority Area (if applicable):	n/a

Approvals to Date:	Detail latest decision point and what was approved, particularly costs and timescales and when
Forecasted Full Approval Date (Decision Point 5):	January 2018
Forecasted Completion Date (Decision Point 6):	June 2018

Total Scheme Cost (£):	£0.300m
WYCA Funding (£):	£0.300m
Total other public sector investment (£):	£0
Total other private sector investment (£):	£0

Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	Yes – WYCA One Organisation programme

Current Assurance Process Activity:



Scheme Description:

The project is focused on the design, development and launch of a new website for West Yorkshire Combined Authority (WYCA). It aims to consolidate all of WYCA’s existing websites (including those of WYCA, LEP, Invest, City Connect, Metro and Mcard) into a single website. This will deliver a more efficient, cost effective and user-friendly online portal which will be used as a platform to showcase the WYCA brand and share a wide breadth of information on what the organisation does in a single place.

It builds upon the work being delivered as part of Web2 programme which should be completed in January 2018 to move the websites to a new Content Management System (CMS), known as Umbraco which is hosted by Azure. The project is seen as a key deliverable of the emerging Corporate Technology Strategy, specifically an extension of the Website Harmonisation strand (Priority 3), and the core deliverable of ‘Pillar 1: A platform for a single organisation’ in the Digital Strategy, which both aim to provide the organisation with a quality external communications and engagement platform in a single technology that better meets the needs of the business.

Business Case Summary:

<p>Strategic Case</p>	<p>WYCA’s online presence including its sub-brands, such as Metro, is currently displayed on separate websites, with each hosted on different Content Management Systems (CMS) which are supported by different agencies. The existing set-up is very inefficient in cost, functionality and operational terms. It is also difficult for users to navigate between the sites and find information on the full services WYCA provide.</p> <p>The project aims to address these issues by rationalising WYCA’s digital landscape through the integration of the existing websites into a single website and supporting CMS known as Umbraco which is being delivered as part of Web2. The website will follow a design that is centred on its users. The project also provides the opportunity to make significant future cost savings by reducing the reliance on multiple agencies and back office support. The project is closely aligned with the emerging Corporate Technology Strategy, specifically the Website Harmonisation Strand, and the Digital Strategy, which aim to deliver quality external communications and an online platform that meets the needs of the organisation.</p>
<p>Commercial Case</p>	<p>The project is needed in order to rationalise the organisation’s online landscape from both a user and ‘back office’ perspective, bringing together all of the</p>

	<p>content of the existing websites into one place, making it easier to access information and to provide a professional digital platform to showcase the WYCA brand. There is evidence of a number of issues with the present online structure around poor connectivity and integration between the websites, as well as inefficiencies and costs associated with operating separating host systems. A preferred approach has been identified.</p>
Economic Case	<p>The economic case for the scheme is based on two elements:</p> <ol style="list-style-type: none"> 1) Delivering improved value for money and greater reliability for our approximately 1m unique visits per month, through consolidating the Combined Authority’s online presence into a single platform, hosted by one CMS. This will reduce licencing of multiple systems, Service Level and support agreements with agencies, developments and upgrades, hosting arrangements plus the staff time and training required to manage these various systems. 2) Future proofing and future cost avoidance. The support of current, new and future programme support will be built within new site with the requirement to spend approximately £100k on rebuilding existing sites as they come to end of their life picked up within this project. <p>A number of alternative options have been considered in the development of the Expression of Interest, but these did not address all of the key identified issues. The Full Business Case with finalised cost (Activity 5) should quantify the value of the cost savings to the organisation, including a Value for Money (VfM) appraisal.</p>
Financial Case	<p>The expected cost of the project is £300,000 covering the project management, design, testing and build of the new website. This figure includes a 10% contingency is to be funded solely through WYCA funding. The project could be part of the Authority’s overall capital programme. The scheme promoter does not expect there to be any development costs to progress the scheme to Activity 5.</p>
Management Case	<p>WYCA is leading the development and delivery of the website upgrade (Web3) project. A project manager/coordinator is in place and is tasked with developing and assembling the project management documents and controls required. A project board has been identified but has yet to formally meet. Delivery timescales have been set out but will require further refinement once the feasibility work has been completed. To date, the key milestones have been set based on informed input from the project manager who has experience in the procurement and delivery of digital communication and website projects.</p>

This page is intentionally left blank

Director: Sue Cooke, Executive Head of Economic Services
Author: David Moore



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Project Beta

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To inform WYCA of the situation relating to Project Beta and propose support to the future provision of grant funding of up to £3 million.

2 Information

- 2.1 Project Beta relates to an application from a company seeking support to establish a new UK-based drug manufacturing facility. Subject to regulatory approval these drugs could treat a wide range of difficult to treat human conditions, particularly in children. The Leeds Enterprise Zone was put forward as a location for this company and detailed dialogue has taken place with Leeds City Council and the LEP about funding to help to support the project. The scale of investment required will require funding which may involve both the LEP and Government alongside any private investment to secure the development. The company is expected to make a final decision shortly about their preferred location in the UK. The plant could create significant growth each year for the city region.
- 2.2 At the meeting of WYCA on 2 February 2017, Project Beta was accepted as a good strategic fit with the Strategic Economic Plan and it was accepted into the pipeline and approved to continue to Activity 4 (full business case) of the Assurance Framework in order to define the amount of funding required and the details of the project.
- 2.3 The project has been the subject of close communication between WYCA Officers, Leeds City Council (LCC) officers and the company throughout 2016 and 2017 and the nature of the support requested has changed through negotiations with the company. The company now requests a £3m grant, which is seen as an important part of a wider regional offer to the applicant to enable the company to commit to

locating the facility in Leeds City Region. WYCA's support for the £3m grant request is now sought, the request was considered by Investment Committee on the 9th November and recommended for approval. This report seeks support in principle only, the project will proceed through WYCA's formal Assurance Process in due course in line with the Assurance Framework.

3 Financial Implications

3.1 That allowance is made within WYCA's Strategic Inward Investment Fund for a grant of up to £3 million Project Beta. Continued support and approval of this grant will be subject to applications progression through the WYCA Assurance Process.

4 Legal Implications

4.1 WYCA has signed a Non-Disclosure Agreement with the company.

5 Staffing Implications

5.1 None.

6 External Consultees

6.1 WYCA officers continue to work closely with Project Beta and Leeds City Council (LCC) on this project.

7 Recommendations

7.1 That support in principle is given by WYCA to the provision of grant funding of up to £3million to Project Beta subject to the scheme's progression through WYCA's Assurance Process.

8 Background Documents

8.1 None.

Head of Service: Liz Hunter, Head of Transport Policy
Author: Tom Gifford



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: HS2 and Connectivity

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To provide WYCA with an update on the LCR HS2 Growth Strategy, an overview of the LCR HS2 Connectivity strategy, and to seek support to the development of Inclusive Growth Corridor Plans as part of the next stage in work.

2 Information

HS2 and the LCR HS2 Growth Strategy Overview

- 2.1 HS2 has the potential to help WYCA and its partners deliver its transport strategy through:
- Reshaping our economic geography by bringing together the city regions centred on Leeds, Sheffield, Nottingham and Birmingham into a coherent and integrated economic zone of over ten million people, five million jobs, and some of the UK's most significant manufacturing clusters. HS2 will enable people to have greater access to jobs and attract businesses to invest here.
 - Adding capacity to the national network and therefore freeing up capacity creating opportunities to improve the frequency and reliability of rail services for commuters, business travel and potentially freight on the local and regional network.
 - Being a catalyst for growth across the region – in Leeds and York where HS2 currently arrives and then, with improved local connectivity, to the economic hubs in Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Selby and Wakefield.
 - Creating opportunities for skills and employment which Leeds City Region is well placed to take advantage of with fourteen further education colleges and eight

higher education institutions, the latter producing 35,000 graduates every year, many in vital STEM subjects.

- Transforming Leeds Station – after local intervention, the proposals for an integrated station will now create a single interchange between HS2 services, and local rail services to places such as Bradford, Wakefield, Huddersfield and Halifax, and potentially future Northern Powerhouse Rail ('NPR') / HS3 services.

2.2 The LCR HS2 Growth Strategy has been developed to ensure the overall opportunity from HS2 is maximised for the region. The LCR HS2 Growth Strategy was considered by WYCA at its meeting on 5 October 2017 and also at the LEP Board on 19 September 2017. WYCA endorsed the principles of the Leeds City Region HS2 Growth Strategy and delegated final drafting of the submission to the Managing Director in consultation with the WYCA Chair. The LCR HS2 Growth Strategy incorporates a series of workstreams including:

- Leeds Integrated Station Masterplan
- Leeds City Region HS2 Connectivity Strategy
- Leeds City Region HS2 Skills and Supply Chain
- Leeds South Bank Infrastructure Delivery Plan

2.3 Since the 5 October 2017 WYCA meeting, comments from Government around the overarching LCR HS2 Growth Strategy have been incorporated, the Leeds Station Masterplan has been published¹; engagement on the masterplan has commenced; and Transport Committee have considered and approved the components of the LCR HS2 Connectivity Strategy at its meeting on 17 November 2017. In addition, the proposed skills strategy is set out in the following agenda item for WYCA to consider.

2.4 The purpose of this report is to provide WYCA with an overview of the LCR HS2 connectivity strategy and to seek support to the development of Inclusive Growth Corridor Plans as part of the next stage in work.

LCR HS2 Connectivity Strategy

2.5 The purpose of the LCR HS2 Connectivity strategy is to establish the major local and regional connectivity priorities which are required to enable and maximise growth associated with HS2 coming to the Leeds City Region. The new LCR HS2 Connectivity Strategy will become a 'daughter document' to both the LCR HS2 Growth Strategy and also the West Yorkshire Transport Strategy.

2.6 The timeline for completion of the LCR HS2 Connectivity strategy is:

- December 17 to January 18: Open a conversation with stakeholders around this initial draft of the LCR HS2 Connectivity Strategy

¹ The Leeds Station Masterplan can be found here: <https://southbankleeds.co.uk/assets/documents/2017.11.03-Leeds-Integrated-Station-Masterplan-LR-v6-DS.pdf>

- 16 March 18: Transport Committee consider an updated version of the LCR HS2 Connectivity Strategy reflecting comments received through the engagement.
- 5 April 2018: WYCA look to adopt LCR HS2 Connectivity Strategy as a Daughter Document to the Strategic Economic Plan
- From November 17 and throughout 2018: Develop the Inclusive Growth Corridor Plans on a phased/staged basis

Challenges and the Case for Change

- 2.7 Tackling stubborn deprivation has been identified as a key major challenge in the inclusive industrial strategy. This reflects the fact that the pattern of deprivation has changed little in decades, with some communities at risk of being 'left behind'.
- 2.8 Our opportunity is significant. Natural growth and planned investment in the LCR (including HS2) are set to see an additional 146,000 FTE jobs across the City Region including the additional 24,500 FTEs in Leeds City Centre (including both North and South Bank), with an additional 30,000 trips into Leeds City Centre in every morning peak by 2033 (a 25% increase from now).
- 2.9 Taken together, the current committed/planned investments in bus, rail, walking and cycling do not provide the required capacity or sufficiently address the deprivation or productivity challenges.
- 2.10 The City of Leeds and the City Region therefore face a major 'investment gap'. An accelerated programme of transformational connectivity is a prerequisite to enabling the economic geography of the City Region to be reshaped through HS2.
- 2.11 The LCR HS2 Connectivity strategy will provide the direction around the step change in connectivity required to enable the transformative impact of HS2 to be realised across the City Region. It complements the other workstreams of the HS2 Growth Strategy such as skills and supply chain as, for example, without improved connectivity, the opportunities created through improved career choices and business interactions could be undermined.

Components of the LCR HS2 Connectivity Strategy

- 2.12 The LCR HS2 Connectivity Strategy has three emerging strands and views from members on these strands are welcomed. Each is summarised below:
- (a) Embracing technology to create an integrated network
 - (b) Continued Government support for delivering our existing transport priorities
 - (c) Delivering Inclusive Growth through transforming connectivity on the corridors where the economic need is greatest
- (a) Embracing technology to create an Integrated Network**
- 2.13 The strategy aims to deliver a transport network which is simple, accessible, sustainable and attractive. The scale of challenge in achieving this demands

innovative approaches, including adopting to new technologies. The integrated network will be achieved through:

- Designing transport services which have a strong core network with a move towards more feeder and on-demand services. This will create opportunities to shape the role of more responsive solutions which change how transport services are currently provided
- Using technology to support the ability for people to access transport in different ways (e.g. shared access of cars). By combining transport services from public and private providers through a unified gateway, transport users can pay through a single account on a 'pay per trip' or a 'monthly fee' basis
- Embracing innovative new mobility service providers such as ride-sharing and e-hailing services, bike-sharing programs, and car-sharing services as well as on-demand "pop-up" bus services and on-demand car services.
- Information is vital as a means of creating network performance. We will work with TfN and Public Transport Operators to transform the user experience, and integrate services and ticketing.
- Improvements to pedestrian and cycling infrastructure will help overcome severance issues and lead to a greater uptake of active modes. This will make the transport network more sustainable, improve air quality and benefit the health of those living in the LCR.

(b) Continued Government support for delivering our existing transport priorities

2.14 We cannot wait till the 2040's to begin this transformation. Through working collaboratively with Government and Network Rail, our ambition is for:

- Delivery in full of; York Central as well as the masterplans for Bradford Interchange; the Leeds Integrated Station Masterplan (including upgrades to the existing and HS2 components of the rail station).
- Northern Powerhouse Rail to transform East-West connectivity in LCR. It will provide more choice for our residents on where they work and will provide our businesses with access to a massive labour market. The Northern Powerhouse Rail Programme will benefit from the investments made through this programme especially if a Bradford city centre location is taken forward.
- Trans Pennine Route Upgrade must be delivered without delay by 2022. This will provide improved connectivity between Manchester, Leeds, Huddersfield and York.
- Calder Valley Line improvements are needed in the short term to meet the needs of Leeds, Bradford and Halifax, prior to Northern Powerhouse Rail.
- East Coast Mainline improvements set out in the Hendy report should be delivered on time or earlier (e.g. works to make the line more resilient, allow the new longer trains to run, changes to better allow fast and slow trains to interact (e.g. over take).

(c) Delivering Inclusive Growth through transforming connectivity on the corridors where the economic need is greatest

- 2.15 Based on economic analysis, a set of priority corridors have been identified through careful analysis of a range of economic and transport indicators². These corridors will connect major communities, including some of the most deprived to HS2. Some corridors are pan-northern, others are regional and some are local to Leeds and Bradford.
- 2.16 The identified regional/pan-northern HS2 ‘Inclusive Growth Corridors’ linking the Leeds HS2 hub are:
- Bradford and beyond
 - York
 - Harrogate - York
 - Dewsbury - Huddersfield
 - Wakefield /Barnsley and beyond
 - Five Towns
 - Skipton
 - Selby
- 2.17 There are also a number of corridors priorities which are local to Leeds and Bradford and are likely to be considered by the respective Executive Boards.
- 2.18 Now that the corridors have been established, the next stages are twofold:
- Open a conversation with businesses and wider stakeholders around the prioritised corridors and also the next steps in development of the LCR HS2 Connectivity Strategy implementation plan.
 - Commence development of the ‘Inclusive Growth Corridor Plans’ on a phased/staggered basis for each of these prioritised corridors.
- 2.19 Having defined the corridors which need the greatest intervention, we now plan to examine in detail the transformative solutions that are most suited to maximise the benefits and deliver value for money. The principles for developing the ‘Inclusive Growth Corridor Plans’ will bring together bespoke proposals building on existing plans on each corridor to deliver the necessary infrastructure for growth across the local, regional and pan northern corridors. The plans will cover intensification of housing and employment, flooding and social policy as well as the transformational connectivity required to support each of these. It is anticipated that the ‘Inclusive Growth Corridor Plans’ will be:
- Locally-led, with strong partnerships including the local authority, communities and neighbourhood groups, city region, Transport for the North, other public bodies (such as housing, skills, health agencies and infrastructure providers) and others who can ensure plans are tailored to local circumstances and opportunities.

² Further details on the methodology followed are outlined in the ARUP Case for Change detailed technical report

- Coordinated across the city region and pull together a compelling and transformative plan of action. Based on the social demographics and economic geography, each corridor will require bespoke solutions, timelines and business cases. This will integrate regeneration, land use and transformational transport schemes required in a short, medium and longer term.
 - Accountable to local people for improving social and economic outcomes.
- 2.20 The corridors defined here are only the start of the overall ambitious network solution. We are setting a bold ambition for the future network and will develop an incremental approach to achieving it. From a transport perspective the choice of transport modes on each of these corridors will be influenced by a range of factors including the characteristics of each corridor, the scale of capacity required and the city's aspirations in terms of transformative impact. A bespoke approach will be needed for each corridor – some may be better suited to rail or car, others to a blend of modes including city/mass transit and active modes to deliver the future capacity required. In establishing the technology we will also need to look at the how we can improve the experience for the customer and improve the performance of the network.
- 2.21 The output of the 'Inclusive Growth Corridor Plans' will be detailed short, medium and longer term projects/interventions across each of the policies areas described above (see paragraph 2.22). Development work corridors will need to be prioritised over others. This will form the basis for the future pipeline, with additional corridors added as they become identified through the overarching LCR Connectivity Strategy.
- 2.22 The three stands outlined above form the basis of the emerging LCR HS2 Connectivity Strategy and WYCA endorsement is sought to enable engagement and conversation with partners and Government ahead of a finalised strategy being completed.

Budget announcement around the Transforming Cities Fund

- 2.23 The Chancellor announced in the November 2017 Budget, the 'Transforming Cities Fund' – A £1.7 billion fund to support intra-city transport, will target projects to drive productivity by improving connectivity, reducing congestion and utilising new mobility services and technology. The objectives of the fund provide clear linkages to the emerging priorities set out in this report and further details around the Transforming Cities Fund can be found in Item 9 on this agenda.

3 Financial Implications

- 3.1 There are no direct financial implications from the report.
- 3.2 Development of the LCR HS2 Growth Strategy has been funded through the HS2 Grant received from Central Government.

3.3 Funding approvals for the Inclusive Growth Corridor Plans will be brought through the WYCA Assurance Process, with approval anticipated to be sought at the 1 February 2018 WYCA meeting.

4 Legal Implications

4.1 None as a result of this report.

5 Staffing Implications

5.1 Development work has been undertaken within the WYCA Transport Policy team. Development of the 'Inclusive Growth Corridor Plans' are proposed to be undertaken in partnership with relevant district authorities.

6 External Consultees

6.1 All districts across the Leeds City Region have been supporting WYCA in developing the LCR HS2 Strategy.

7 Recommendations

7.1 That WYCA note the progress on the LCR HS2 Growth Strategy.

7.2 That WYCA endorse the emerging principles of the LCR HS2 Connectivity Strategy.

7.3 That WYCA endorse the development of Inclusive Growth Corridor Plans as part of the next stage in development.

8 Background Documents

8.1 None.

This page is intentionally left blank

Director: Sue Cooke, Executive Head of Economic Services
Author: Emma Longbottom and Liz Hunter



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: HS2 and Skills

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To provide WYCA with an update on the skills strategy needed to ensure we make the most of HS2 and to seek endorsement to develop the strategy into an implementation plan.

2 Background Information

- 2.1 This report builds on the previous agenda item and provides a summary of our skills work to date and our strategy for ensuring our people have the right skills to make the most of the HS2 opportunity.
- 2.2 The Skills and Supply Chain Growth Strategy details how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. Building on prior successes within the city region, it includes:
- an offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
 - how interventions are going to integrate and build on existing assets, programmes and good practice in the city region and elsewhere; and
 - how HS2 will help LCR go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.

3 Strategy Themes

3.1 The strategy is split into three priority themes:

- *Priority Theme 1* - Building and retaining talent for growth in the LCR
 - Career Insight Programme;
 - Careers Family Programme;
 - Employment Brokerage Plus; and
 - Graduate Retention/ Bursary Programme.
- *Priority Theme 2* - Building the supply chain capacity for success
 - HS2 Supply Chain Development and Accelerator Programmes
- *Priority Theme 3* - Nurturing economic innovation based on LCR strengths in digital, data analytics and academia
 - Institute for High Speed Railways and System Integration;
 - Catalyst Fund;

Collectively, the projects will help us to:

- Make the LCR the UK leader in Light Rail and High Speed Rail engineering and R&D;
- Have a globally competitive supply chain;
- Attract the very best UK talent to create a sustainable skills base; and
- Move the LCR from a low skills equilibrium to a higher skilled economy, with significantly increased skills levels and qualifications in areas such as STEM.

A summary document, which provides further detail regarding the proposed programmes is provided as **Appendix 1**.

4 Fit with WYCA Programmes

4.1 This strategy builds on the objectives detailed in the LCR Employment and Skills Plan and the work that WYCA and its partners already does to support the development of a skilled workforce in the Leeds City Region. The proposed programmes detailed above, will build on prior successes within the region and will link to current and future programmes. For example:

- The successful Enterprise Advisor programme, which has to date engaged and successfully linked 139 schools with 129 business leaders and aims to engage every secondary school in the region, will be further developed through the Careers Insight Programme. This will aim to reach every pupil in the region to enthuse and excite the next generation of engineers/infrastructure specialists.
- WYCA are currently developing a careers campaign for young people linked to local labour market information, the ambition is that this information will reach at least 40,000 young people. This builds on a successful #Techgoals campaign, which enhanced the teaching and learning of digital skills in the classroom for

over 10,000 young people to ensure our next generation of tech leaders are inspired and informed about the skills they need for future career opportunities. The HS2 Careers Family Programme will further enhance this work.

- The Employment Brokerage Plus will build on a programme that has already been developed with Local Authorities, DWP and partners to support suppliers delivering the WY Transport Fund to employ local people.
- Through the Delivery Agreements that WYCA has developed with the seven West Yorkshire colleges, we are monitoring how the college provision meets local needs. This will include new provision such as degree level apprenticeships, required for HS2 and evidences the relationships and influencing role held by WYCA.
- The LEP Skills Service has upskilled over 10,000 individuals across the region since it commenced in 2015. This programme will continue through ESIF funding in 2018 and will further develop links with local businesses to undertake skills plans and provide training solutions for people in work, including SME employers working as part of the HS2 supply chain.

4.2 In order to ensure the proposed programmes add value and complement national initiatives, as well as City Region programmes, dialogue has commenced with a range of potential partners including The National High Speed Rail College in Doncaster and Transport for the North.

5 Next Steps

5.1 Following feedback on the skills strategy, it is intended that this is submitted to Government as part of the HS2 Growth Strategy. The next step would then be to turn the strategy into an implementation plan. The approach to implementation will depend on how far the Government supports the plan financially.

5.2 An initial implementation meeting with government is planned for early December.

6 Financial Implications

6.1 Development of the skills and supply chain workstream of the LCR HS2 Growth Strategy has been funded through the HS2 Grant received from Central Government.

6.2 As part of the wider LCR HS2 Growth Strategy asks, up to £45m is requested from Government for funding the delivery of the skills strategy measures outlined within this report. This money is requested for the period 2018-2033.

7 Legal Implications

7.1 None as a result of this report.

8 Staffing Implications

- 8.1 To turn the strategy into an implementation plan and to then deliver it will have resource implications for the Policy Team and for Economic Services. The nature of the plan will be dependent on support from Government.

9 External Consultees

- 9.1 The following key groups were consulted as part of the strategy development:

- Employment and Skills Panel (through nominated representatives including Chair)
- Business Innovation and Growth Panel (through nominated representative)
- LCR Skills Network
- Yorkshire Universities (including round table with KE/Innovation directors)
- West Yorkshire Consortium of Colleges
- LCR Head teachers Network
- HS2 Ltd
- TfN (although strictly we spoke to KPMG who wrote their skills strategy)
- WNY Chamber
- DWP
- Federation of Small Businesses
- Institute of Civil Engineering
- CECA
- Supply chain businesses including 'primes' and subcontractors
- LCR Employment & Skills Officers Group

10 Recommendations

- 10.1 That WYCA endorse the HS2 skills strategy and agree that an implementation plan is developed.

11 Background Documents

- 11.1 None.

HS2 Skills and Supply Chain Strategy Summary

This document, developed by Arup in consultation with partners, summarises how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. It includes:

- our offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
- how our interventions are going to build on existing assets and practice in the city region and elsewhere; and
- how HS2 will help us go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.

While programme management of the strategy's implementation will sit at the Leeds City Region level, we believe that there is a genuine need for a pan-Northern Transport Skills Taskforce to:

- Ensure alignment and maximise economies of scale in the development and delivery of skills and supply chain interventions across all Northern regions;
- Facilitate a regular dialogue between industry and education on skills needs and infrastructure demands (including a project pipeline), enabling the skills system to be more responsive to the needs of projects, complemented by the use of delivery agreements with providers;
- Speak with one voice to Government and other key partners, such as HS2 Ltd, on shared issues;
- Ensure the integration of strategy relating not only to HS2, but to Northern Powerhouse Rail, and the potential for HS3.

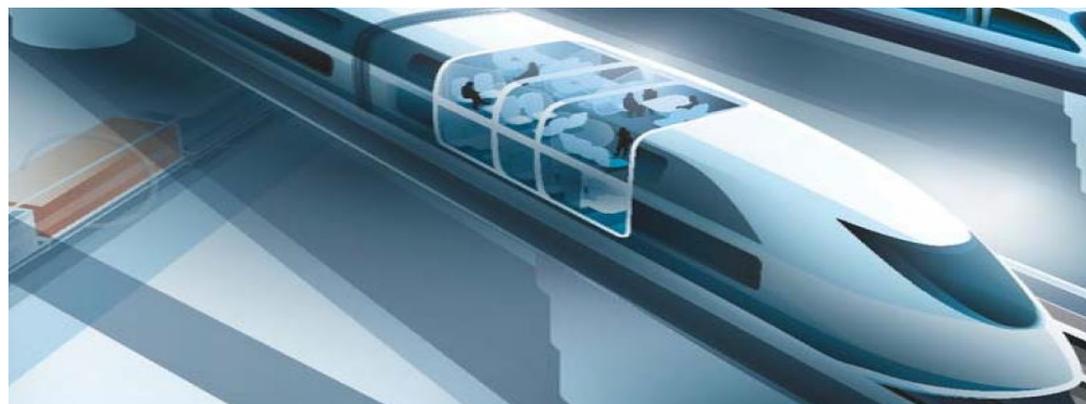
A similar call is emerging from the Transport for the North Skills Strategy, and our proposition is made in partnership with TfN. We welcome dialogue between Government, TfN, the Leeds City Region, and other northern city regions, to take this further.



HS2 Opportunities Diagram

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>We will ENTHUSE AND EXCITE a new generation of engineers, technicians and other professionals, attracting young people to the HS2 and transport infrastructure workforce in record numbers, through our <i>HS2 Careers Insight and Careers Pathways Programmes</i></p> <p>HS2, and other infrastructure schemes, are facing a cliff wall of an ageing workforce and insufficient new entrants in industry. Skills shortages and gaps are being reported, and forecast, across all relevant sectors.</p> <p>Quality careers information and guidance plays a critical role in inspiring and preparing young people for the world of work and in meeting the above ambition.</p>	<p>We will develop the LCR HS2 Careers Insight programme and deliver to every primary and secondary pupil in the LCR. Elements of the programme could include:</p> <ul style="list-style-type: none"> • Development of curriculum materials and teacher CPD • HS2 Ambassadors (with an emphasis on inclusivity and diversity) • Careers events • Promotional materials including ‘What Could I Be HS2?’ to share with pupils from Yr7 up, becoming more focused and specific reflecting opportunities for study, qualifications etc • Deployment of HS2 Careers advisers <p>The programme will deliver four interactions to every pupil, in primary, year 7,8, year 11, and year 13</p> <p>The Programme will also encourage improved links between industry and schools in the shape of insight days, work experience/placements, and project challenges. A particular focus will be promoting apprenticeships as pathways into the HS2/transport infrastructure workforce.</p> <p>The HS2 Careers Pathway project will develop a mapping of the various pathways into and through the HS2 Careers Family - including the various qualifications, progression routes, institutions of study, and so on. This material, possibly taking the form of both an online and physical tool/toolkit would be made widely available in schools as part of CEIAG materials. Partners in employment support functions might also use it to refer to when working with adults looking for work/changing roles.</p>	<p>The programme will provide additionality to existing LCR/CEC Enterprise Adviser activity which currently only reaches secondary schools, and where the standard intervention is two episodes per pupil.</p> <p>We will also build on the legacy of recent and current projects such as #techgoals and the ESIF Future Jobs Programme, both of which have/are addressing careers education in sectors relevant to HS2, and the development of enhanced provision of enterprise education activity in the Bradford Opportunity Area.</p> <p>The LCR already shares LMI with education providers including schools, and this provides a firm platform for extending this with a focus on HS2/transport infrastructure.</p>	<p>The careers education system is failing. We seek Government support to rebalance the demands on schools towards a greater focus on preparing for the world of work. We also seek clarification on Govt’s intentions towards current ESIF activity and future funding.</p> <p>We want the Careers Enterprise Company to co-invest to extend the LCR Enterprise Advisor Programme. The standard EA intervention is two interactions per pupil, our proposal offers clear additionality to this standard.</p> <p>We seek HS2 Ltd’s support in sharing their careers education plans and materials so that we can complement their provision, while reflecting the opportunities in the LCR labour market. We are open to working in partnership with HS2 Ltd to deliver careers insight in LCR schools.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Develop new and stronger pathways into the rail and transport infrastructure industry for graduates, career changers, and returners to work through our <i>Graduate Retention/Bursary Programme</i></p> <p>Evidence suggests a proportion of graduates in engineering subjects do not pursue career opportunities within the engineering industry or similar. There is also a net outflow of graduates aged 22-30 from Leeds to the rest of the UK (although this is reversed for other age ranges and the city actually has a net gain). It is also the case that the labour market shortages in engineering and infrastructure are unlikely to be resolved simply through graduate retention work, and attracting career changers/switchers is also a potential source of new entrants to the workforce.</p>	<p>We will develop a collaborative programme involving the public and private sectors to retain graduates in HS2 related disciplines within the LCR and specifically in the HS2/transport infrastructure workforce. We will support employers to engage with students to make them aware of career opportunities, as well as facilitating a bursary/sponsorship scheme for student placements into industry, and sponsorship of studies.</p> <p>We will also encourage the development of career switch courses, alongside traditional provision, and create career change bursaries with a focus on enabling individuals particularly from disadvantaged backgrounds to enter the workforce.</p> <p>We will explore the development of a sector specific 'skills passport' (similar to that developed for the nuclear industry, the NS4P) to provide all employees and contractors within the rail sector, including those from large employers and SMEs, with a physical record of their industry specific training and qualifications that meet the agreed sector standards, and provides the sector with a standardised approach to skills assessment, development and recognition</p> <p>We will explore the development of a visa scheme for skilled non-UK entrants to the workforce.</p>	<p>We will build on the already strong links between industry and education, expanding provision such as the #InLeeds programme.</p> <p>We will build on existing 'bootcamp' provision in sectors such as digital to inform our approach, and the development of digital bursaries in the LCR.</p> <p>Learn from the experience of the NS4P</p>	<p>Our education partners can support through maintaining and increasing their focus on graduate destinations and the mechanisms to support this while students are studying. Increased employer engagement, in a coherent and coordinated manner across the LCR, will help employers to identify the most appropriate provision/provider for them to work with.</p> <p>We will seek match funding for bursaries from employers, and their investment in student placements and sponsorship of studies.</p> <p>Support from Govt for the adoption of a similar skills passport approach to N4SP</p> <p>Support from Govt to explore a visa scheme for skilled non-UK entrants.</p>



Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Meet our commitment to achieve inclusive economic growth, where all of our residents have the opportunity to increase skills levels, access higher volumes of better opportunities, and progress within the labour market, and deliver record levels of local entrants, female and BME representation in the workforce through our <i>Employment Brokerage Plus Programme</i></p> <p>Major development and infrastructure schemes, with significant recruitment needs, offer the opportunity for local people to enter into the workforce. HS2 also offers a particular opportunity to deliver a stepchange in the representation of currently underrepresented groups in the HS2/transport infrastructure industry and improve the diversity of the workforce</p>	<p>The LCR is currently developing a proposition to create an Employment Brokerage service, linked to major infrastructure schemes, procured through WYCA (in particular the West Yorkshire Transport Fund).</p> <p>We will scale up and tailor elements of the Employment Brokerage service to focus on the employment requirements for HS2, including the development of an integrated multiagency employment ‘one-stop-centre’ (OSC) linked to other gateway centres, to provide comprehensive advice guidance and counselling for employment, training and enterprise opportunities related to HS2 construction and operation. In this way it will show clear additionality from HS2, going further and faster than the standard model being developed, and reflecting a direct ambition to develop the HS2 workforce of the future from within the city region.</p> <p>The OSC will provide the employment brokerage service for HS2, including building a ‘talent pool’ of candidates for roles across the HS2 family. This is an important variation on the currently proposed LCR Employment Brokerage service model. The OSC will be the ‘go to’ facility through which HS2 related vacancies, work experience and customised training opportunities will be advertised. T1 and T2 contractors and others will be encouraged to promote their opportunities through the OSC and supply chain companies will be encouraged to use the OSC to fulfil their recruitment needs.</p>	<p>The LCR is already recognised as a home of good practice when it comes to connecting local people to employment opportunities through major developments. We are building on local expertise through the development of the Employment Brokerage service, which initially will focus on construction and infrastructure.</p> <p>We will learn from schemes such as Crossrail and others which are demonstrating positive outcomes for local people.</p> <p>We will build on our existing strong relationship with DWP to ensure a joined up approach to employment advice and recruitment activity.</p>	<p>While the CR is bringing forward a funded proposition for the Employment Brokerage service, additional funding will enable us to develop an HS2/transport infrastructure specialism as part of the service through expert staff.</p> <p>Maximum impact from this programme can only be achieved if the procurement of the build and operation of HS2 in the city region is aligned to the service and contractors are asked to work with the service. We will work with HS2 Ltd to support the process of employment and skills obligations through procurement of the scheme, putting our Employment Brokerage Plus service at the disposal of HS2 Ltd and its contractors to connect them to the local labour market and to target groups within it.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Support our education providers to develop innovation expertise and curricula that are global best in class through a Rail and Transport Infrastructure <i>Catalyst Fund</i> for both further and higher education</p> <p>While our education providers are already offering and developing exciting and market leading courses and innovation facilities, we want to support them to extend the scale and calibre of this proposition to help position the CR as the UK home of Light Rail and High Speed Rail engineering and R&D</p>	<p>In order to support both skills development, particularly at higher levels, and innovation we will deliver a funding competition for education providers to develop new curriculum and innovation assets aligned to rail and transport Infrastructure. This will support the city region to develop its workforce and innovation potential, and is also aligned to DIT priorities for trade and investment.</p> <p>The Fund will run over three bidding rounds, in 2019/20, 2021/22 and 2023/24</p>	<p>This proposal follows approach of the HEFCE Catalyst Fund, although we are proposing that it is not limited to solely HE provision</p> <p>We will encourage collaborative bids between providers, and employers, to support the development of collaboration around the HS2/transport infrastructure sector</p> <p>While this Fund would look across the spectrum of qualifications, apprenticeships and degree apprenticeship development would be of particular interest. Go Higher West</p> <p>Yorkshire has submitted a bid to HEFCE's Degree Apprenticeship Development Fund,</p> <p>in order to strengthen the Degree Apprenticeship offer in the region. The bid included building services / engineering.</p> <p>We expect a call for bids for Institute of Technology funding in late 2017. There may be an opportunity to align to this programme.</p>	<p>We are seeking Govt support to engage with HEFCE to extend the Catalyst approach/envelope to fund this programme</p> <p>DIT/Innovate UK may also be able to facilitate the specification and funding of this programme</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Become the UK centre for high speed rail engineering, with our supply chain achieving a position of international competitiveness, and beyond this, position the city region as the new UK home of transport and transit innovation, through <i>Supply Chain Development and Accelerator Programmes</i></p> <p>With HS2 holding great potential for supply chain growth, initial indications are that the understanding of the potential opportunities from HS2 is variable. While another project seeks to raise awareness and visibility of the commercial opportunities, it is also the case that even where awareness is good, LCR businesses, particularly SMEs, may be constrained from fully accessing or competing for opportunities due to a range of internal and external challenges including the procurement process/scale and the need to partner other businesses.</p> <p>We will support a subset of our supply chain to move to a position of global competitiveness in the HSR/transport infrastructure market, taking us from good to great</p>	<p>Working with HS2 and other partners, raising awareness about opportunities through a programme of briefing days/ market soundings/LCR roadshows and meet the contractor events to be agreed,; encouraging businesses to identify the barriers which constrain businesses from fully accessing/competing for opportunities e.g. understanding the procurement process/scale and the need to partner other businesses; provision of bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes; enable companies to become “HS2 ready”.</p> <p>The proposal also involves linking the HS2 portal with with LA, public and University sector partners to enable essential information and up-to-date key messages to reach as many potential supply chain companies as possible. The portal would provide information about how to tender and other support available to enable supply chain companies to be “HS2 tender ready”.</p> <p>The HS2 Supply Chain Accelerator Programme, would identify potential businesses which by offering targeted support could make a significant contribution to both the HS2 project and local economic opportunities.</p> <p>Elements of the programme could include:</p> <ul style="list-style-type: none"> • Business diagnostics aligned to HS2 readiness and potential commercial opportunities • Bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes • Grant funding scheme to support specific investments (skills, capital investment in plant and machinery etc) which would enable businesses to accelerate and enhance their capacity to engage in the supply chain 	<p>The proposed programmes build on a long history of supply chain development activity in the CR and further afield, as well as HS2 Ltd’s own supply chain promotion and support.</p>	<p>Innovate UK and the Department for International Trade to align funding and promotional activity to this new centre of excellence in these industries</p> <p>Work with the HSRIL, DIT, LEP, WYCA, Rail Supply Group and BEIS/ Government to explore the creation of a “HS2 International” which brings together HSR delivery businesses and the Government-owned client body HS2 Ltd to create a public-private partnership to market the UK skill base and experience abroad, offering a whole exportable package to potential customers.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Accelerate the innovation potential of the city region and the north through the development of the <i>Institute for High Speed Rail and Systems Integration</i></p> <p>Accelerating the uptake of innovation and emerging technologies and building the LCR and UK supply chain capabilities will play an important role in maximising the rail sector's growth and export potential. The Institute for High Speed Rail and Systems Integration (IHSRSI) responds to an identified need for HSR research into infrastructure and rolling stock, a gap in key facilities in the UK, and the opportunity to drive capability through a world leading facility in the LCR. The institute would further drive the development of the supply chain, encouraging inward investment and growing export potential. It also offers the potential for 'spin-out' commercialization.</p> <p>A future phase of the IC could support the testing of facilities such as Maglev; hyper loop; pick-up coil technologies; hydrogen cars and electric/battery systems.</p>	<p>Support the establishment and physical development of the Institute.</p>	<p>The City Region's HE and FE base is already rich in rail and transport infrastructure expertise, with key assets including the University of Huddersfield's Institute of Railway Research/Centre for Innovation in Rail, the Institute of Transport Studies (University of Leeds), Leeds College of Building (the UK's only specialist building college), and other assets.</p> <p>Key to this ambition of accelerating innovation potential is a collaborative approach between these centres of excellence, enabling the city region to create a coherent and comprehensive innovation offer that will attract rail customers globally, as well as supply chain companies.</p> <p>Link to High Value Manufacturing and Transport Systems Catapults.</p>	<p>Work with DIT, LEP, WYCA, Government and LCR partners to develop a coordinated approach to increase exports and inward investment, capitalising on strengths stimulated by the Institute and also the Supply Chain Accelerator programme (see above).</p> <p>Ensure connections to the High Value Manufacturing and Transport Systems Catapults</p> <p>Funding should also be sought through private sector investment in the shape of employer support and sponsorship of facilities/posts.</p>

Potential 2nd Tranche Projects

The priority of the first tranche of projects is on the construction and operation of HS2. Future projects may include the continuation of the first tranche of projects which will evolve as the market changes. It is likely that there will be a strong business case for the continuation of careers and supply chain investment, for example.

Looking ahead, technology changes will provide opportunities for the LCR to build on the current and developing expertise and asset base in digital and transport, possibly in the shape of a Transport Infrastructure Innovation Cluster focusing on the following areas/technologies:

- Smart Ticketing – The ability to make multiple mode journeys with one ticket and also removing the need for physical tickets and ticket barriers at stations.
- Autonomous Vehicles – This could include the vehicles themselves or the infrastructure to support the vehicles, or vehicle and non motorised user interaction
- Alternative fuel vehicles – Promotion of low emission and low carbon fuels
- Robotics
- Rail systems – technical development

A further opportunity for the LCR to work in partnership with Government and develop programme activity is in growing exports and inward investment in the rail and transport infrastructure space. UK investment in rail is the highest in Europe as the UK is investing over €6 billion per annum in mainline rail, and the programme of activity outlined above should contribute to the LCR supply chain becoming internationally competitive in the areas of light and high speed rail. We would look to work collaboratively with DIT/BEIS, LEP, WYCA and Northern Powerhouse and LCR rail supply chain companies to identify potential for growing exports and building competences and expertise; promote UK capability to existing OEMs and would-be investors with the aim of increasing UK content in contracts overseas and increased exports.



This page is intentionally left blank

Head of Service: Liz Hunter, Head of Transport Policy
Author: Tom Gifford



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Transforming Cities Fund

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To provide WYCA with an update on the Budget announcement around the Transforming Cities Fund.

2 Information

- 2.1 The Chancellor announced in the November 2017 Budget, the ‘Transforming Cities Fund’ – A £1.7 billion fund to support transport investment. The fund will target projects which drive productivity by improving connectivity, reducing congestion and utilising new mobility services and technology.
- 2.2 In the Budget, the Chancellor set out that *“half will be allocated via competition for transport projects in cities and the other half will be allocated on a per capita basis to the 6 combined authorities with elected metro mayors – £74 million for Cambridgeshire and Peterborough, £243 million for Greater Manchester, £134 million for Liverpool City Region, £80 million for West of England, £250 million for West Midlands and £59 million for Tees Valley – enabling them to invest in their transport priorities.”*
- 2.3 The Budget set out financial allocations for the fund as follows:
- 2018/19: £140m
 - 2019/20: £355m
 - 2020/21: £485m
 - 2021/22: £1,010m

- 2.4 The Transforming Cities Fund provides an opportunity for Leeds City Region to bid against all other cities for a share of the remaining £850m that has yet to be allocated.
- 2.5 We are assuming that the guidance will be published early in the New Year with an expectation that bids will need to be submitted during spring 2018.
- 2.6 From the information provided in the budget, it is understood that as the focus is on 'intra' (i.e. within city) connectivity. Pan-northern rail schemes such as Transpennine Route Upgrade are not expected to be included in bids for this funding, as the primary purpose of this fund is to provide new local transport links, making it easier to travel between often more prosperous city centres and frequently struggling suburbs. For example, West Midlands are utilising their allocation for major new Light Rail alignments¹ and it is understood that this type of scheme could feature in other bids.
- 2.7 For the Leeds City Region, the HS2 Connectivity Report to WYCA for December 2017 (see agenda Item 7) recommended creating our forward transformational pipeline through development of the Inclusive Growth Corridor Plans which would be developed during 2018. It is anticipated that the conclusions of these plans would form the pipeline of transformational connectivity schemes and will help shape the contents of the submission to the Transforming Cities Fund.
- 2.8 Clearly we are at the early stages of development of a potential bid. At this stage a range of options for the bid will be considered and developed with partners from across the City Region, including bringing forwards development of the transformational projects as quickly as possible on the local prioritised corridors and also considering the suitability of schemes which came forwards in the recent 'call for projects'.
- 2.9 It is proposed to continue with developing schemes areas and report back once further details are known.

3 Financial Implications

- 3.1 There are no direct financial implications from the report.
- 3.2 If a devolution deal had been agreed at either a Leeds City Region or Yorkshire and Humber level, the Transforming Cities Fund would have automatically delivered significant additional capital investment for the Mayor to invest in transport. The Transforming Cities Fund provides a new opportunity to secure a share of £850m to support transport investment in the Leeds City Region.

4 Legal Implications

¹ <https://www.wmca.org.uk/news/250m-government-transport-cash-signals-go-ahead-for-midland-metro-extension/>

4.1 None as a result of this report.

5 Staffing Implications

5.1 Development work has been undertaken within the WYCA Transport Policy team.

6 External Consultees

6.1 Development of the bid is proposed to be coordinated by WYCA Transport Policy in partnership with district authorities.

7 Recommendations

7.1 That WYCA note the financial position around the Transforming Cities Fund.

8 Background Documents

8.1 None.

This page is intentionally left blank

Director: David Walmsley, Head of Economic Policy
Author: Marc Eatough, Policy Manager



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Local, Inclusive Industrial Strategy update

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

1.1 The purpose of this paper is to:

- update the WYCA on the development of a single, bold city region strategy, owned by both the WYCA and LEP Board with inclusive growth at its core;
- provide an overview of the headline messages from the national Industrial Strategy White Paper that was launched on 27 November, 2017;
- update WYCA on the outcome of the LEP Board that met on 29th November and seek WYCA agreement to the LEP Board’s decision to begin the development of Local, Inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP); and
- set out an indicative timeline for the development of a local, inclusive, industrial strategy that reflects national guidance whilst recognising the LEPs ambition around delivering at pace.

1.2 The LIIS will build on the SEP and will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy. To realise this, the report seeks the views and direction of WYCA on how:

- we build on the city region’s submission to the spring Green Paper and Autumn Budget to inform the development of a local inclusive and place based industrial strategy; and
- a local industrial strategy can meet the objectives, and tackle the headline challenges identified in the national Industrial Strategy.

2 Information

NATIONAL INDUSTRIAL STRATEGY WHITE PAPER

- 2.1 The Industrial Strategy White Paper was launched on Monday 27th November, by the Business Secretary Greg Clark, with the aim of “***creating an economy that boosts productivity and earning power throughout the UK***”.
- 2.2 The national strategy is structured around five foundations of productivity (ideas, people, infrastructure, business environment, and place) and four ‘grand challenges’ (listed below) developed in response to global forces that the UK must embrace.
- **Artificial intelligence and big data:** putting the UK at the forefront of AI and the data revolution;
 - Maximising the advantages from a shift towards **clean growth**;
 - Becoming a world leader in the **future of mobility**; and
 - Harnessing the power of innovation to meet the needs of an **ageing society**.
- 2.3 The White Paper sets out how Combined Authorities and LEPs will contribute to the national Industrial Strategy by co-ordinating the development of their own local industrial strategy bringing together local businesses, political and public sector leaders to drive growth and economic regeneration.
- 2.4 Places in England with a Mayoral Combined Authority will have a single strategy led by the mayor and supported by Local Enterprise Partnerships. For parts of the country without a mayor, the development of the strategy will be led by the LEP. **HMG will agree the first Local Industrial Strategies by March 2019**, prioritising areas with the potential to drive wider regional growth, focusing on clusters of expertise and centres of economic activity.
- 2.5 Government is keen to adopt a co-production model to develop local industrial strategies as there are likely to be policy areas where activity needs to relate to national and city regional agendas. The adoption of a co-production model could provide the following opportunities for the Leeds City Region:
- The development of sector deals where the LCR has a strong interest, and/or use of supply chains to get businesses collaborating to improve business processes and management and improve productivity;
 - Opportunities to re-engineer the incentives and disincentives in tax (individual and corporate) and welfare systems, bearing in mind the strong spatial distributional implications;
 - Exploring options to pilot potential national activity in the LCR; and
 - There is also likely to be element of co-production required with local authorities – particularly to shape very intensive, hyper-local services that might be

particularly important for transforming the lives of people very furthest from the labour market.

LEP BOARD NOVEMBER 2017

2.6 The LEP Board agreed proposals to update and replace the SEP with a Local, Inclusive Industrial Strategy. There is an ambition to deliver at pace with the intention to present a compelling plan that further transforms the City Region. The aim is to position the City Region so that it forms part of the first wave of Local Industrial Strategies agreed by government.

2.7 An indicative timeframe for development of our strategy is provided below:

- Short-term (January/February 2018): high level messages, including an emerging vision and statement of intent for the City Region that will be used as mechanism for engagement with government and local stakeholders; and
- Long-term (March 2019): LIIS – which will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy (see Section 2.8 below).

A more detailed work plan will follow later in the New Year that will reflect government's evolving position and guidance which will be obtained through on-going dialogue with government officials.

2.8 As set out the LEP Board paper the new document(s) will:

- be a single, bold top-level city region strategy owned by both the LEP and Combined Authority, with inclusive growth at its core;
- have a different 'look and feel', providing an agile and 'live' strategic framework, with sections that might form mini strategies in their own right (e.g. digital);
- have an expanded policy remit, covering the direct and indirect determinants of inclusive growth, such as how culture and sport contribute to the status and identity of thriving places;
- guide decision-making over a refocused programme of activity to more clearly drive inclusive growth outcomes; and,
- put the city region on the front-foot with an ambitious policy platform that improves competitiveness and ensures the benefits are shared fairly.

2.9 The new strategy will also build on our submission to the Autumn Budget. It begins to bring to life the core theme of our response to the spring Industrial Strategy Green Paper; understanding the challenges and opportunities in functional economies and joining-up solutions to improve productivity, with the benefits shared fairly.

2.10 A summary of our proposals is provided in the table below:

IMMEDIATE PROPOSALS FOR ACTION	MEDIUM TO LONGER TERM AMBITIONS
<p>Commit £2 million to Leeds City Region Growth Hubs Plus Core Offer*.</p> <p>£50 million for five years to secure the Leeds City Region’s world-leading med-tech position with new scale-up support, linked to the Leeds Innovation District.</p> <p>Support Innovation North £1 million - £3 million proposal being developed by Northern LEPs.</p> <p>Commit £2.5 million to the successful local apprenticeship hubs programme and £1.3 million over three years to enterprise in education offer.</p> <p>Government support for the LCR HS2 Growth strategy</p> <p>£100 million to support the Leeds City Region Housing Deal.</p> <p>Invest up to £40 million Local Energy Fund.</p>	<p>Northern Powerhouse Rail, including stops in Bradford and York.</p> <p>An ambitious retraining programme.</p> <p>That the Government’s planned UK Shared Prosperity Fund, intended to replace European Union funding after Brexit, forms part of any “single pot” arrangements as part of devolution.</p> <p>Private sector-led collaboration to raise the productivity of firms below the industry average.</p> <p>A childcare offer to improve access to labour markets by removing barriers, and ensures all children –particularly the most disadvantaged - are school ready.</p> <p>Pilot a care sector deal to improve quality and increase value.</p>

* the Industrial Strategy White Paper included a commitment to continue funding Growth Hubs, with further information to follow about local allocations.

3 Financial Implications

- 3.1 While there are no immediate and direct financial implications arising as a result of this report, without further investment or significant changes to fiscal powers, it is likely that WYCA will have insufficient resources to fund interventions for its extended policy range.
- 3.2 The Leeds City Region currently does not have access to further government support for a local industrial strategy, unlike Mayoral Combined Authorities who have access to a further £12m over two years to increase capacity and resources, in addition to committing civil servant support to co-produce local industrial strategies.

4 Legal Implications

- 4.1 There are no direct legal implications arising from this report.
- 4.2 WYCA has the power of general competence in respect of economic development and regeneration matters.

5 Staffing Implications

- 5.1 Broadening the WYCA’s policy range through a Local Inclusive Industrial Strategy will require capacity and expertise from WYCA, local authorities and other partners. This can largely be provided within existing resources, subject to (i) ongoing

organisational redesign and (ii) cooperation and support from partners (including universities, local authorities, government departments, business groups, etc.).

6 External Consultees

6.1 The content of this report has been subject to discussion with LEP Board.

7 Recommendations

7.1 WYCA agreement is sought to formally commit to beginning the development of a single, bold LIIS as a replacement for the SEP, which will be owned by both the LEP and CA with inclusive growth at its core.

7.2 For WYCA to provide direction on:

- how we build on the key themes and messages emerging from the city region's submission to the Industrial Strategy Green Paper, Autumn Budget and the government's Industrial Strategy White Paper to inform the development of a local inclusive and place based industrial strategy.

8 Background Documents

8.1 No background documents are attached.

This page is intentionally left blank

Director and Author: Ben Still, Managing Director



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Inclusive Growth Progress in the Leeds City Region

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To agree WYCA funding for the last 6 months of the secondment for the Project Director for Inclusive Growth.

2 Information

- 2.1 At the WYCA meeting held in December 2016 a project to spearhead inclusive growth and make it a key cross cutting policy for Leeds City Region was initiated. It was led by the nominated lead chief executive for inclusive growth (the Chief Executive of Bradford MBC) and a seconded Project Director for Inclusive Growth, who acted on behalf of all partner authorities.
- 2.2 Since that time some key milestones have been achieved:
- A first phase scoping work programme has been completed, which has identified key themes of work.
 - Key projects have been started, in particular around ‘anchor institutions’ (large organisations that can act as cornerstones of best practice on encouraging inclusive growth), developing poverty standards and supporting low paid workers.
 - An Inclusive Growth steering group was created, now chaired by the Leader of Kirklees, and including representatives from business, the third sector, unions, local authorities and faith groups. This coordinates and drives the inclusive growth workstreams. The Authority has agreed for a proposal to come forward to turn this group into a full committee of WYCA.

- A ‘virtual’ team has been brought together, involving officers from LCR local authorities, plus support from consultants and the Joseph Rowntree Foundation.
- 2.3 Moreover, a major city region conference on inclusive growth was held at Bradford College, centred on the RSA report in Inclusive Growth, and bringing national media and professional attention on the work of inclusive growth in the city region, and the ambition to tackle long term deprivation and structural economic issues.
- 2.4 A second work programme is now in development, including four main strands of work, co-ordinated by the Inclusive Growth Steering Group:
- Inclusive Growth objectives are being incorporated into the LCR strategy and policy framework, in particular into the emerging ‘Local Inclusive Industrial Strategy’ which will (ultimately) replace the LCR Strategic Economic Plan.
 - Existing WYCA/LEP programmes are being flexed (or proposed to be flexed) where appropriate in order to (1) benefit areas of deprivation, (2) the lowest paid, (3) sectors in which larger numbers of low paid workers are present. A paper proposing such changes will be brought to a future meeting of the authority.
 - New programmes are being developed focused on particular cohorts of people (such as those with in-work poverty) or on offering support to early years education (in order to improve long term life chances). A programme on targeting key large employers (so called ‘anchor institutions’) to set down key standards and commitments to inclusive growth is also underway. A paper proposing new programmes will be brought to a future meeting of the authority.
 - Developing common standards of good practice across the West Yorkshire authorities, and sharing good work to drive up inclusive growth within the policies of all West Yorkshire public authorities.
- 2.5 The overall objective being to incorporate inclusive growth into every aspect of the work of Leeds City Region, rather than having it as a ‘stand-alone’ issue.
- 2.6 Specific activities for the next six months are set out in **Appendix 1**, as the review identified modifications and specific targeting of resources, in particular:
- Identifying the key indicators and objectives of success for inclusive growth (especially as inclusive growth is a long term programme of structure change, and hence not easily amenable to short term indicators);
 - Developing the specific programmes in the light of the key indicators;
 - Securing sufficient funding sources for a truly radical programme (which links to wider issues on devolution deals and fiscal devolution).

- 2.7 The Project Director was seconded from Kirklees to WYCA, which commenced on 18/11/16 and runs until 14/05/18. WYCA approval is now sought for the funding of the secondment by WYCA for the remaining six month period, at a cost of £59.4k.
- 2.8 Reviews of the work were held at 3, 6 months and a further review at 9 months ahead of submission of this paper. This concluded that the work is progressing well and in particular has achieved the outputs set out in section 2.2 above which would not have been possible without the dedicated resource and focus of the Inclusive Growth Director. The next steps set out above were also identified.
- 2.9 As a result there is strong merit in funding the remaining 6 months of the secondment to deal with the three work streams and related gaps outlined above.
- 2.10 A further paper will be brought in 2018 outlining appropriate next steps for resourcing after the secondment ends, given, as set out above, that this is a long term programme both to mainstream the programmes and bring about the desired outcomes.

3 Financial Implications

- 3.1 Provision for this secondment has been made in WYCA's budget.

4 Legal Implications

- 4.1 None from this paper.

5 Staffing Implications

- 5.1 WYCA's policy and strategy team has configured to provide supporting resource for the Project Director. There are no employment implications for WYCA from this paper.

6 External Consultees

- 6.1 Chief Executive of City of Bradford Metropolitan Council.

7 Recommendations

- 7.1 That the Authority notes the work accomplished to date and approves the funding of a secondment by WYCA for six months until 14 May 2018.

8 Background Documents

None.

This page is intentionally left blank

Appendix 1

Annex: Outline activities for next 6 months:

- 1 Embed commitment to Inclusive Growth, in particular to influence funding allocations, and shape the specific programmes on the economic interventions and cohorts to be initially focused upon.
- 2 Robust trawl to secure investment and resourcing from external third parties.
- 3 Strengthen analytics and quantified performance metrics. Compete Workstreams programme management with robust targets and measurement;
- 4 Develop Local inclusive industrial strategy – with inclusive growth embedded throughout;
- 5 Continue to build a wide partnership, and embed in public sector reform;
- 6 Continue to develop partnership and governance;
- 7 Develop clear inclusive growth programme asks for any Devolution deal;
- 8 Impact assessments clarified as part of comprehensive monitoring and evaluation programme;
- 9 Ensure anchor programme starts to deliver tangible outputs
- 10 Ensure timetabling for WYCA shift in projects and programmes

This page is intentionally left blank

Director and Author: Angela Taylor, Director of Resources



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Business Planning and Budget 2018/19

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To advise Members of the work underway on business planning and budgeting for 2018/19.
- 1.2 To consider the key elements of the draft three year financial strategy.

2 Information

- 2.1 Over the past eighteen months WYCA has been progressing its One Organisation programme, establishing new Directorates, structures, ways of working and cultures and behaviours that enable the organisation to deliver on its priorities and objectives for inclusive economic growth in the region. Key successes and achievements in the past year include:
 - framework to effectively progress projects through the various stages from expression of interest through to delivery, ensuring a sufficient consistent level of rigour and challenge.
 - Planned delivery of £100m+ of Growth Deal projects in the current year including four skills capital projects (Leeds Printworks, Wakefield College, Selby College, Bradford College)
 - Provided £4.98m to refurbish and upgrade the Percival Whitley Centre at Calderdale College which enhances the teaching offer in advanced engineering/manufacturing, digital, creative media and health and social care
 - Provided £3.1m investment to complete Kirklees College’s National Process Manufacturing Training Centre
 - Development of local inclusive industrial strategy
 - Opening of the Wakefield Eastern Relief Road – the first project constructed as a result of the Transport Fund
 - Continued development of the A629 Phase 1a corridor project in Calderdale

- Continued growth of the Elland Road Bus Park and Ride site and opening of another site at Temple Green in Leeds
 - Opening of Low Moor Rail Station on the Caldervale Line in Bradford between Bradford Interchange and Halifax Rail Station
 - Made improvements to Huddersfield Station Park & Ride and delivered improved facilities at Mirfield Station
 - Over 1,500 businesses supported to offer apprenticeships so far this year
 - Over 1,200 new jobs committed to the region through engagement from the Trade and Investment Team to date this year
 - Provided support to 1190 businesses that want to grow in the region
 - Shaped new values and behaviours for the organisation that will guide how we work with our customers, our partners and each other from now on.
- 2.2 The business plan under development for 2018/19 builds on these successes and reflects the need to respond to the growing agenda in the region. Recent recruitment to the delivery and policy teams will help ensure further improvements to the speed and success of project delivery and ensure the resource is available to seek to secure funding to support the growing policy work required.
- 2.3 **Appendix 1** sets out a summary of the draft business plans for each of the Directorates, Delivery, Policy, Transport Services, Economic Services and Resources. These show the key objectives and resources for each team and it is proposed that these will form the core of the 2018/19 Corporate Plan. Key performance indicators (KPIs) will again be used to assist in monitoring progress on delivering these objectives. At its last meeting the Overview and Scrutiny Committee considered the current year KPIs and suggested that further KPIs for 2018/19 be considered that cover air quality, productivity, social value, jobs created in disadvantaged areas and transport accessibility improvements.
- 2.4 The business plan, budget and transport levy must be approved at the WYCA meeting of 1 February 2018. The budget for 2018/19 is being prepared in the context of a medium term financial strategy for the next three years which will enable effective planning for both WYCA and its funding partners. The difficult funding environment for local government is recognised and WYCA is considering a range of options to reduce expenditure, both to balance the budget in the first instance and also to enable a cut in the transport levy.
- 2.5 The transport levy is the largest source of revenue income for WYCA, provided on a per capita basis by each of the five West Yorkshire local authorities. 45% of the levy is used to fund the statutory English National Concessionary Travel Scheme (ENCTS), providing free bus travel to senior and disabled passengers. This increases the challenge to find significant cost reductions on the other budget heads.
- 2.6 As well as reviewing expenditure WYCA is considering if there are ways to increase its other funding streams. One of its other more significant income streams is the business rates income from the enterprise zones in the region, which comes to WYCA as accountable body for the LEP. Income from the Leeds EZ, earmarked initially to

fund the trade and inward investment team, has been slower to build up than originally forecast, leaving WYCA/LEP with a shortfall over the last three years. This income is now slowly increasing and forecast to build up to £6m pa by 2012. The EZ income is planned to provide core funding for WYCA/LEP or their activities contributing to economic growth. The second EZ covers a number of sites, most of which require investment to remediate or develop the site to enable full occupation. Work is underway to fund some of these works through Growth Deal funding.

- 2.7 Members will be aware of the short term nature of funding streams from Government that support the skills and business agenda, such as the business growth service, skills service and apprenticeship grants. Efforts are being made to seek other funding sources to continue these services. Whilst the Department for Business, Energy and Industrial Strategy (BEIS) announced last week that there would be a commitment to continuing funding for the business growth service the actual amount has yet to be confirmed.
- 2.8 The inherent inflation in both concessionary reimbursement and bus tendered services, along with pay and other contract inflation sees expenditure increasing even at a standstill in service provision. Taking into account the ambition and priorities of WYCA and its partners there is a continuing mismatch of income and expenditure over the next three years.
- 2.9 Whilst all areas of spend are being scrutinised there is a particular focus on how spending reductions can be achieved through the transformation of passenger transport provision. Options of how this could be achieved are being developed and will be further considered in conjunction with local authority officers to understand the specific transport need in each District. Any proposals developed will be subject to consultation and equality impact assessments. The initial thinking around this transformation are set out in paragraphs 2.11 onwards, with the target savings built into the draft three year financial strategy considered later in this item.
- 2.10 The three year proposal is based on an assumption of a levy cut of £1m in each of the next three years (£1m was cut from the levy in 2017/18). Targets to generate further income from WYCA buildings and infrastructure assets are being developed by exploiting the current commercial property market and by implementing invest to save schemes. A commercial asset strategy focussing on bus stations is under development.
- 2.11 At present 50% of the cost of WYCA's activity in providing travel information and supporting the sale of transport tickets and passes is funded by operators and MCard sales revenue. By increasing revenue from lower cost self-service, digital channels it is possible to reduce the net cost to local taxpayers by 2020/21 whilst modernising the service.
- 2.12 In order to make significant reductions in expenditure, and to better respond to the requirements of the travelling public there will be a need to change the way in which WYCA currently spends £19m procuring socially necessary bus services. A value for

money approach has enabled year on year savings in this provision however more fundamental changes are needed to ensure a reduced spend is targeted towards the Authority's and thereby the local authority's priorities. A plan has therefore been developed to reduce this cost to £15m by 2020/21 as follows:

- Currently 45% of this expenditure provides services to communities which would not otherwise have any public transport link, of which 10% is spent on AccessBus. It is proposed to focus this expenditure on supporting inclusive growth - those deprived communities currently isolated from the public transport network, by adopting customer focussed, innovative and lower cost ways of supporting their mobility. The AccessBus service will become more integrated with other forms of accessible transport provided by the social care, health and third sectors. By 2020/21 65% of the reduced budget will be spent on supporting mobility.
- 30% of the expenditure currently provides early morning, evening and weekend journeys on bus services to communities which currently enjoy a commercially funded bus service at peak times and during weekdays. Negotiations will be held with bus operators seeking alternative ways of supporting evening and Sunday services and taxi based solutions will be deployed where appropriate. By 2020/21 25% will be spent on this form of provision.
- Further economies will be made to reduce spend on providing school buses in line with the reduced budget working closely with District Council Children's Services teams.

2.13 **Appendix 2** sets out the draft three year revenue budget. The closing position for 2017/18 is in line with the original budget agreed and will utilise general reserves of £3.5m, leaving opening general reserves at £3.6m at 1 April 2018. This represents a minimum level of general reserves that are required to be retained over the period.

2.14 The savings available from transforming the current service offer to the model described above are reflected in Appendix 2. There is an element of lead time to move to this model with the savings starting slowly and increasing by the end of the period. This leaves a potential funding gap of £0.897m by 2020/21. It is proposed to close this gap by undertaking a number of actions, to include:

- specific savings targets and income targets for each directorate;
- a review of capitalisation policy (including consideration of whether any changes to this could be backdated to apply to previous years);
- a review of Enterprise Zone income and any actions that could accelerate this income;
- a review of treasury management arrangements and any opportunities to address borrowing costs and Minimum Revenue Provision (MRP) as part of debt management.

- 2.15 Work has started on this and the detail will be provided as part of the full budget paper to the 1 February meeting. In order to ease the transition to the reduced spending position it is proposed that a small proportion of the levy set aside to fund the local contribution to the West Yorkshire plus Transport Fund is utilised to close the funding gap in 2018/19 and 2019/20. This is only possible in the short term as expenditure on the Fund has been slower than anticipated to reach the levels that require us to undertake borrowing, although this should change by 2021. Members will recall that the City Deal that secured a £1bn Transport Fund provided government funding of £750m with West Yorkshire and York providing the balance. This was agreed to be through supported borrowing.
- 2.16 A detailed three year capital funding and expenditure programme will be presented alongside the revenue budget in February. At this stage **Appendix 3** sets out the forecast for this and the next two years. Forecast spend levels are being further scrutinised to ensure they reflect the most robust estimates from delivery partners and to ensure that they achieve best use of the funding available. The most significant funding stream is Growth Deal, after which there are a number of transport funding streams including Local Transport Plan Integrated Transport Block, Leeds Public Transport Investment Programme and NPIF. A number of funding streams are passported straight through to the local authorities on a pre-determined basis, such as highways maintenance and pothole action fund.
- 2.17 Capital funding is used to meet the direct delivery costs of projects approved through the assurance framework, which includes WYCA and partner authorities project managers/assistants and other directly attributable costs. It has also been previously agreed that there will be a capital recovery of the costs of the Portfolio Management Office that manage the assurance frameworks and project management and reporting and the feasibility and assurance team. A level of capital recovery has also been built into the revenue budgets to reflect the support given to the Delivery Directorate by the resources, policy, research and communications teams. This has initially been set at £1.5m for 2018/19 and is being reviewed to ensure it is representative and proportionate given the relative size of the capital programme and revenue budgets.

3 Financial Implications

- 3.1 As set out in the report.

4 Legal Implications

- 4.1 None arising directly from the report. Consultation and Equality Impact Assessments will be required as policy change proposals are progressed.

5 Staffing Implications

- 5.1 None arising directly from the report.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That WYCA note the work underway on the medium term financial strategy, and business planning and budget for 2018/19.

8 Background Documents

8.1 None.

Appendix 1: WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
Delivering the right projects whilst providing value for money	
Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region	
2018/19 Priorities	Resource Lead
Delivery of projects and programmes in the West Yorkshire Transport Fund with the targets of: <ul style="list-style-type: none"> • 15 projects/programmes approved at Outline Business Case stage • 10 projects/programmes approved at Full Business Case stage • 5 projects/programmes to be on site • CCAG phase 2 to be completed 	WYTF Implementation Team
Implementing other significant Transport Projects (such as Rail accessibility schemes, New Station Street in Leeds, Cycling schemes, Castleford Rail Station Gateway and Halifax Bus Station improvements), with a target of 8 projects on site in 2018/19	Transport Projects Team
Implementing Economic Regeneration Projects (including skills capital & innovation, Broadband and Better Homes), with targets of: <ul style="list-style-type: none"> • Completing phase 2a and 2b of skills capital (delivering 24,898 sqm of new build floorspace and 12,100 sqm of refurbished floorspace) • Enabling 200 new homes at Bolton Woods and Beech Hill • Enabling 8,000 sqm of commercial floorspace across York Central/York Guildhall • £3.2m LGF spend on tackling fuel poverty • Delivery of 524 CHS as part of the Warm Homes Fund • Broadband infrastructure to cumulatively deliver 43,086 Total Homes Passed of which 35,679 superfast (>24mb/s) • Enable a further 250 homes and 200 jobs through Growing Places Fund loans 	Economic Regeneration Team
Continued implementation of the Smartcard and information Programme (SCIP) with Phase 5 going live in March 2019	SCIP implementation Team
Providing Feasibility and Assurance services across all portfolio's work including overseeing further calls for projects and re-profiling of programmes	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, further development of risk & cost management controls and embedding the Portfolio Information Management System (PIMS)	PMO Team
Leading the Head office Refurbishment project and supporting the flexible ways of working project	Staff from the PMO team
Further development of policies, processes and working practices to maximise staff retention and embed the culture of a high performing team	Led by Director and Heads of Service

Develop and implement a strategy for resourcing revenue funded projects and corporate projects	Led by Director in partnership with Director, Resources	
Further work with the Policy Directorate to better define the boundary between the Policy and Delivery Directorates and agreeing handover terms	Led by Director and Heads of Service in partnership with Policy Directorate	
Budget and Resources		
2017/18 Revenue Budget	Expenditure	£2.451m
	Income	(£2.450m)
	Net	£0.001m
2018/19 Revenue Budget	Expenditure	£3.488m
	Income	(£3.716m)
	Net	(£0.228m)
Net Revenue Budget change between years		(£0.229m)
Capital spend under the control of Delivery 2018/19		£186.405m
Financial Target(s) 2018/19		TBC
2018/19 FTE		71.72

ECONOMIC SERVICES DIRECTORATE

Delivering effective services to drive inclusive growth

To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.

2018/19 Priorities	Resource Lead
<p>Continue to provide support to help businesses grow and become more productive through the LEP Growth Service, and embed a range of ESIF funded business support programmes, with the targets of:</p> <ul style="list-style-type: none"> • Supporting up to 2,750 businesses that want to grow • Providing intensive support to 900 growth businesses • Supporting the creation of 400 jobs in businesses receiving intensive growth support, investing £5m in capital projects with an average cost per job of £12.5k • Supporting 100 high growth businesses to develop strategic growth plans • Delivering 12 'Pop-Up' business advice events including 4 in more disadvantaged areas 	<p>Business Support Team including: Growth Service, Strategic Business Growth Programme and Business Grants Team plus those below, with support from Comms</p>
<p>Provide Resource Efficiency funding and advice to businesses with a target of supporting 80 businesses to reduce costs on energy, water and waste.</p>	<p>Resource Efficiency Team</p>
<p>Provide support and advice on accessing innovation services and funding with a target to support a further 70 businesses to undertake innovation activity.</p>	<p>Access Innovation Team</p>
<p>Deliver sustainable travel plan advice and services to businesses, recruiting 75 new businesses to the Travel Plan Network and generating over £8m in M-card sales.</p>	<p>Travel Plan Network Team</p>
<p>Work with schools and business leaders to deliver an enhanced model of employability, enterprise and careers education to reach over 160 schools and 12,000 disadvantaged students.</p>	<p>Enterprise in Education Team (+ new posts tbc subject to new funding)</p>
<p>Promote and advise on the benefits of apprenticeships to over 1,000 businesses (if funding is secured).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team (at risk if funding not secured)</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1250 individuals in shortage areas; and development & monitoring of delivery agreements with FE colleges in readiness for the proposed devolved Adult Education Budget, in order to secure the right kind of vocational education & training provision to meet the skills demands on our economy.</p>	<p>Skills Funding Manager, Sector Skills Manager plus Digital Skills Coordinator & Economic Intelligence Manager (in Policy & Comms Directorate)</p>

Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding, with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	Inward Investment Team and support from Comms team
Promote Leeds City Region investment propositions in the key sectors of advanced manufacturing; digital including fintech; healthcare and life sciences; and financial & professional services, with 180 investor meetings leading to 40 inbound visits hosted.	Sector leads in Advanced Manufacturing, Health & Life Sciences and Digital and support from wider Inward Investment Team above and Comms Team
Promote investor development, safeguard UK jobs and seek 'floating' investment opportunities within 120 internationally owned firms, in partnership with local authorities, seeking to identify 48 new investment projects from 240 meetings.	Key Account Managers <i>(new posts subject to funding)</i>
Inspire over 100 additional LCR businesses to export and 100 existing exporters to increase global trade, through the improved co-ordination of international trade services with partners, including through 10 new export initiatives.	International Trade Manager
Embed further the principles of inclusive growth into mainstream services through the targeting of employment & skills programmes towards low paid workers, focusing education support onto disadvantaged pupils, implementing employment brokerage to support employers to fulfil social value obligations within WYCA contracts, inspiring businesses to adopt leadership practices which support the progression of low paid workers, considering the application of specific grant conditions, adapting the inclusive growth narrative for inward investment and monitoring appropriate outputs.	To be led by the Executive Head of Economic Services and senior managers with support from PSC Directorate
Collaborate with Policy, Strategy & Comms colleagues on new digital and productivity-led services linked to the inclusive industrial strategy, including reviewing the application of sector prioritisation and considering productivity outputs alongside job outcomes.	To be led by the Executive Head of Economic Services and senior managers with support from the Head of Economic Policy
Refine the efficiency and effectiveness of our grant programmes and implement the recommendations from the grant review process, in line with the Assurance Framework, including a new partnership agreement for delivering support for smaller grants, as well as the inclusive growth principles above.	Head of Business Support & Business Grants Manager to lead with support from specific grant teams including T&I input
Accelerate digital careers activity and develop a digital talent offer as well as activity to address the future infrastructure skills needs linked to HS2 and other transport/regeneration investments, and replacement demand in manufacturing and engineering, including by securing and delivering additional ESIF programmes.	Head of Employment & Skills & Digital Skills Coordinator (in Comms) to lead with support from Enterprise in Education team to promote in schools and T&I team to connect to inward investors. Additional resources subject to ESIF & other bids.
Introduce/test activity to maximise local employment opportunities through major capital investments, including a business facing Gateway for local employment.	Head of Employment & Skills to lead, working with Delivery Directorate and Jobcentre Plus/Local Authority partners

Review the options for increasing the effectiveness of export support within the region, in collaboration with the Policy, Strategy and Communications Directorate, in order to help increase the region's export performance.	Head of T&I plus International Trade Manager to lead working with the network of trade partners.
Attract a greater number of transformational inward investments and assist to create a more resilient economy through strengthening links with existing foreign owned businesses.	Head of T&I plus Inward investment team to lead working closely with Comms & Marketing
Establish a specific KAM function within the Trade and Investment Team.	New KAM staff to be recruited (subject to funding being secured)
Work to develop a coordinated approach with local authorities to packaging investment opportunities more effectively in order to create more attractive offers for global investors.	To be led by Head of T&I with additional resource to be identified
Working with colleagues in Policy and Delivery to further develop the strategy for securing end user investment in Enterprise Zones.	To be led by Head of T&I with additional resource to be identified

Budget and Resources

2017/18 Revenue Budget	Expenditure	£9.901m
	Income	(£8.620m)
	Net	£1.281m
2018/19 Revenue Budget	Expenditure	£8.631m
	Income	(£7.342)m
	Net	£1.289m
Net Revenue Budget change between years		£0.008m
Financial Target(s) 2018/19		TBC
2018/19 FTE		62.53

TRANSPORT SERVICES DIRECTORATE

Connecting people to places

To transform, through strong relationships with local partners and transport providers, the services provided by the CA to be efficient, community led and customer focused.

2018/19 Priorities	Resource Lead
Information	
Providing direct customer contact services including Metroline	Metroline and Customer Services teams
Coordinating the production of passenger information	Service Development Team (inc real time information)
Timetable data and content preparation	Data Team
Increase the proportion of information interactions/enquiries that are online to 98%	All
Retail	
Ensuring robust financial process are in place for administering concessions and Integrated ticketing services	Financial Processes Team
Delivering direct customer sales and information through Travel Centres including back office	Travel Centres team
Managing WYCA offices	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75%	
Asset Management	
Managing our buildings, bus shelters and other on-street public transport infrastructure	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities	Bus Station Services team Cleaning staff
Bus Services	
Coordinating and delivering transport services for those with personalised travel needs through AccessBus and home to school transport services for children with Special Educational Needs	Door to Door Transport Team and SEN team
Monitoring performance of transport services against contracts and surveying quality	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison	Bus Network and Highways Liaison team
Coordinating education transport services	Education Transport Team
In 2018/9 the Directorate will also deliver a programme to transform Transport Services through:	
Information Devise and implement new strategy by June 2018 to move from a paper based information provision to a fully digital self service provision focused on live travel information "on the move" to drive efficiency and savings	Led by HoS and Information and Marketing Manager Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support

<p>Retail Devise and implement new strategy by June 2018 to grow market for MCard with WY Ticketing Company introducing new retail channels including mobile phone ticketing. Modernise the service offer at Travel Centres to streamline these and realise savings</p>	<p>Led by HoS and Service Delivery Manager and involving Retail Teams Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support Finance support to deliver changes</p>
<p>Asset Management Strategy Develop a five year plan to maximise rental income and cost effectively maintain the CA's portfolio of operational and non-operational property with an initial target to increase income generation from property rental by 10% in 2018/19</p>	<p>Led by HoS and Facilities and Assets Manager Involving Asset Development Team PSC support – to support strategic view Legal/Procurement and Finance support Delivery support – interface with Transport Fund teams</p>
<p>Bus Services Strategy Support the transformation of bus services in partnership with bus operators through Bus 18 and the Leeds PTIP Ensure the effectiveness of the young people's concessionary fare scheme seeking to increase patronage at a reduced cost to the taxpayer Devise and implement a new policy for bus service support which promotes inclusive growth at a reduced cost to the taxpayer Working with Policy and Strategy Directorate to develop a new delivery model for public transport services in the future</p>	<p>Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team</p>
<p>Scope out/agree new delivery frameworks for operational services with transport operators/partners.</p> <ul style="list-style-type: none"> Improving management information to develop a more transparent approach to the unit costs of service provision Develop Bus 18 and LPTIP Bus Delivery Board into effective, strong customer focussed partnerships Scope out how the Joint Venture Company for ticketing can be developed into a means by which WYCA and operators share the cost of providing public transport infrastructure, information and ticketing products 	<p>Led by Director, HoS and Service Development Manager</p>
<p>Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones</p>	<p>Led by Director, HoS and with input from other Directorates</p>

Budget and Resources

2017/18 Revenue Budget	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
2018/19 Revenue Budget	Expenditure	£129.756m
	Income	(£47.115m)
	Net	£82.641m
Net Revenue Budget change between years		£0.310m
Financial Target(s) 2018/19		TBC
2018/19 FTE		194.7

POLICY, STRATEGY & COMMUNICATIONS DIRECTORATE

Leading thinking, securing funding

To develop a leading, inclusive Industrial Strategy, a radically new economic policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be, and use this as part of our pitch for securing a devolution deal that covers the City Region; and to agree a long term funding settlement with Government

2018/19 Priorities	Resource Lead
POLICY, STRATEGY & RESEARCH	
<p>Strengthen our local powers and secure investment to maintain and enhance the CA’s investment in the region (currently c.150m a year)</p> <ul style="list-style-type: none"> • Continue to make the case for an ambitious devolution deal. • Develop proposals for future local growth funding. • Be “bid ready” for opportunities that arise from Government where they support our priorities. • Deliver the current ESIF programme and influence the design and implementation of the successor national programme (shared prosperity fund). 	<p>Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding.</p> <p>Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies</p>
<p>Development of a single, bold Local Inclusive Industrial Strategy</p>	<p>Led by HoS supported by policy managers and policy officers</p>
<p>Support Private Sector Growth through proposals to enhance the region’s digital and innovation capabilities and through a focus on improving skills.</p> <ul style="list-style-type: none"> • Explore ways to lever private sector-led collaboration and mutual improvement to raise the productivity of firms • Develop a City Region wide digital framework recognising the importance of the development of a digital and technology strategy for the region • Develop proposals for an ambitious retraining programme • Develop the case for further enhancement of the Combined Authority’s engagement with the education system 	<p>Led by HoS with input from policy managers/officers and input from Economic Services</p>
<p>Deliver improvements to Place to deliver inclusive and clean growth</p> <ul style="list-style-type: none"> • A web-based map product to transform our ability to align investments and use it to support identification of the pipeline of projects. • Deliver the EZ Programme to Outline Business Case stage • Support development and, as needed, the delivery of an LCR Housing Deal • Identify and develop opportunities from the Government’s Clean Growth Strategy to the region’s economy. • Support the move to cleaner air through cleaner buses 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

<ul style="list-style-type: none"> • Deliver the Energy Accelerator • Secure developer contributions for public transport from new developments 	
<p>Develop policies to transform our City Region connectivity</p> <ul style="list-style-type: none"> • Translate the LCR Connectivity Strategy into defined inclusive growth corridor plans. • Shape the development of Leeds Station, High Speed Two Northern Powerhouse Rail, Calder Valley improvements, Transpennine Route Upgrade and East Coast Mainline. • Influence and shape the regional and national rail policy and work with operators on the operational performance of the current franchises. • Develop and establish a new WYCA rail plan • Develop the policies within the Transport Strategy into actions • Support the delivery of the Leeds Public Transport Investment Programme • Support Transport Operations with their transformational programme including a review of tendered services and how ‘mobility as a service’ could support our objectives. • Develop Local Cycling and Walking Infrastructure plans. • Influence Highways England’s Road Investment Strategy • Shape Transport for the North’s investment programme. • Develop proposals for four new rail stations to OBC 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>
<p>Develop a research programme to support our evidence-based decisions</p>	<p>Led by Research and Intelligence</p>
<p>Develop our approach to appraisal.</p> <ul style="list-style-type: none"> • Directly shape government business case guidance including the evolution of Webtag • Lead the economic appraisal and monitoring & evaluation of the West Yorkshire Transport Fund and support to appraisal of ESIF and ERDF 	<p>Led by Research and Intelligence</p>
<p>Provide a range of intelligence services to city region partners</p> <ul style="list-style-type: none"> • Develop an intelligence product portfolio • Build a research and economics function with the capacity and capability to undertake pan city region work • Drive improvements in data capture to inform service improvements and development an “Open Data” Strategy. 	<p>Led by Research and Intelligence</p>
<p>Provide evidence for policy-making</p> <ul style="list-style-type: none"> • New research mapping key LCR supply chains and their relationships to support development of the LIIS and ongoing Brexit Impact Assessment. • New primary research into firm characteristics and business culture • Finalise the HS2 Growth Strategy 	<p>Led by Research and Intelligence</p>
<p>Provide business case intelligence and scrutiny for projects through delivery</p>	<p>Led by Research and Intelligence</p>

<ul style="list-style-type: none"> • Market intelligence for route development to support bus operators in the development of the bus network. • SMART card transactional analysis • LPTIP Monitoring and Evaluation framework • Development of the CA's GIS tools to support project and program monitoring (within the context of formally agreed GIS strategy for the CA). • Impact assessment of the Growth Service, the LEP Capital Grants Programme, the Travel Plan Network, the large capital grant applications (over £100K). • Development of LCR Labour market information • Impact of Northern Powerhouse Rail, rail policy and CA interventions in the bus industry. 	
COMMUNICATIONS, ENGAGEMENT & MARKETING	
<p>Market services and delivery of CAs, initiatives and programmes</p> <ul style="list-style-type: none"> • Communications and Engagement support across all major programmes – Provide Agency value (over £1m) worth of advice and delivery. Providing a link between communities of interest and decision making internally and with partners. • Market Employment & Skills offerings delivering higher take up rates than comparable regions in the UK. • Market Leeds City region as the Digital centre of the UK driving increases in trade & inward investment opportunities. • Market Economic Services through the 'Growth Service' (14 different groups of offerings) and 'Invest Leeds City Region'. Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice & delivery. • Market Transport Services and TravelCard offerings. Agency value (over £1m) worth of advice and delivery. • Policy & Strategy reports and analysis amplification – (over £0.3m) worth of advice & delivery. • Amplify the achievements of the CA and partners in delivering large scale transformative infrastructure projects establishing credibility with funders. • Establishment of single overarching place based narrative for the region. • Promotion, engagement and marketing of cycling and active travel and the required infrastructure 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of Marketing</p> <p>Marketing Team Design Team Corporate Communications Market Research CCAG team</p>
<p>Create a full service Digital engagement, marketing and communications function delivering efficient and valued engagement channels</p> <ul style="list-style-type: none"> • A single web presence £0.3m Investment to save £0.3m per annum. • A social media strategy delivered through fewer channels in a more targeted and measurable way. Double followers & Treble engagement scores. Cost of PR/Consultation transaction to be reduced by 50%. • Establish a modern intranet platform that enables true partnership working across WYCA/LEP but also across district partners and external third parties. Cost savings target £100k p.a. 	<p>Head of Involvement, Communications & Engagement – formerly Head of Communications</p> <p>Head of Digital</p> <p>Head of Marketing</p> <p>Digital Team Design Team</p>

<ul style="list-style-type: none"> • Create ICT / Communications strategy working group with savings target on planned expenditure equal to £250k p.a. • Establish a central and available Consultation & Engagement team offering advice and services to all partners and programmes to the value of £0.5m via Engagement Hub. 	
<p>Create a strategic communications and external affairs function promoting inclusive growth measures, policy choices & the region</p> <ul style="list-style-type: none"> • Overall Advertising Value Estimate measure target 2018/19 of £5m (2015/16 = £1m). • Establish real awareness and sense of presence in Whitehall & Westminster with MP partners and Officials. Devise and measure a metric. In addition minimum of 3 Westminster/London events a year and build a team WY/LCR/Yorkshire amongst MPs. • In region partnerships built upon and value delivered e.g. Welcome to Yorkshire, YEN, National Parks, IoD, CBI, Chambers, FSB, NPP and many more. Devise measure for value. • Establish an ongoing partnership programme with districts and other key delivery partners • Devolution – establish the support for and create conditions for a deal on a preferred geography with required powers. 	<p>Head of Involvement, Communications & Engagement– formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of External Affairs</p> <p>External Affairs Team Design Team Corporate Communications</p>
<p>Use internal communications to embed the organisation’s values & Enable Transformation</p> <ul style="list-style-type: none"> • Establish a professional, high value, service orientated values driven culture across the organisation. • Support and enable transformation programmes with internal communications, channel shift, external engagement assistance. Working with all Directorates especially Transport Services and Resources Directorates. 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Corporate Communications</p>

Budget and Resources		
2017/18 Revenue Budget	Expenditure	£3.597m
	Income	(£0.134m)
	Net	£3.463m
2018/19 Revenue Budget	Expenditure	£6.046m
	Income	(£0.461m)
	Net	£5.585m
Net Revenue Budget change between years		£2.122m
Financial Target(s) 2018/19		TBC
2018/19 FTE		101.81

RESOURCES DIRECTORATE

Enabling the right solution

To transform our processes and support for the organisation around a business partner model ensuring that we have our own house in order as a champion for Inclusive Growth. We need to ensure high value for money, given the financial pressures we and our partners face.

2018/19 Priorities	Resource Lead
Embedding a new structure for Finance to enable more strategic focus and updating key processes to better meet customer needs and maximise efficiencies. Achieving a balanced financial outturn at year end, achieving 100% statutory compliance and paying all undisputed invoices within 30 days.	Finance Team
Embed the new procurement team and implement the procurement strategy with a specific focus on further embedding social value principles into procurement practices, ensuring there are no successful legal challenges to procurement decisions and on devising an efficiency savings programme for revenue budgets with a target of delivering 5 savings initiatives	Procurement Team
Embedding the new OD structure for the Legal Team and introducing new working practices to enable a greater customer focus. Fully implementing the GDPR action plan and new processes to ensure ongoing statutory compliance, including meeting 100% of FOI/EIR deadlines	Legal Team
Develop new process for delegations and more streamlined decision making across officers and committees, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy - including developing a customer service management system (ITIL), defining a flexible working technology strategy, security and compliance enhancements and review of mobile equipment. Ensuring that the core network and Microsoft cloud services are available for at least 99% of the time and limiting non-critical open service desk request to 100 or below	ICT Team
Embedding the new HR structure and implementing the new HR strategy, moving to a model of more strategic focus and greater efficiency.	HR Team
Updating and implementing new HR policies/strategies including the workforce development strategy and diversity strategy and initiatives to support the organisation in delivering STEM activities. Working with	HR Team

managers across the organisation to ensure that average recruitment times do not exceed 30 days, sickness absence does not exceed 6 days per annum and to achieve 11 apprentices in post across the organisation	
Implement year 1 of the 5 Year Health and Safety strategy and continue training of senior managers in Managing Safely	Health and Safety Team
Coordinate the delivery of the Phase 2 One Organisation programme to drive organisational change and further work to embed new risk and performance management processes across the organisation	Corporate Planning and Performance team
Carry out a programme of independent internal Audit reviews to enable an opinion on control environment and risk management arrangements, and to drive continuous improvement. Achieve at least 80% positive feedback through client feedback questionnaires	Internal Audit team
Moving to a partnering model across all Resources teams and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Updating corporate systems and processes to include the specification /implementation of new systems for Finance, budgeting, payroll, HR, procurement.	All teams
Improve transparency across data and information for all Resources functions	All teams
Driving culture change through embedding our values and behaviours in all of our corporate functions and rolling these out across the organisation	All teams
Ensuring statutory compliance across all Resources functions	All teams

Budget and Resources

2017/18 Revenue Budget	Expenditure	£14.629m
	Income	(£98.184m)
	Net	(£83.555m)
2018/19 Revenue Budget	Expenditure	£13.277
	Income	(£100.018m)
	Net	(£86.741m)
Net Revenue Budget change between years		(£3.186m)
Financial Target(s) 2018/19		TBC
2018/19 FTE		75.4

This page is intentionally left blank

WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18	2018/19					2019/20	2020/21
	Forecast	Salary & Pay Related	Salary Recovery	Other Expenditure	Other Income	Total	Total	
	Total £	£	£	£	£	£	£	
Transport Services								
Subsidised Services	19,181,000	0	0	27,397,250	(8,710,000)	18,687,250	17,345,421	
Bus Station & Services	4,917,328	3,649,676	0	6,349,153	(5,654,284)	4,344,546	4,491,993	
Concessions + Integrated Ticketing	55,755,478	0	0	56,270,200	0	56,270,200	57,676,955	
Prepaid Tickets Income	0	0	0	31,500,000	(31,500,000)	0	0	
Passenger Information	1,303,055	1,478,349	0	323,024	(617,993)	1,183,380	1,212,947	
Travel Centres	498,516	568,798	0	40,340	(80,000)	529,138	540,514	
Telematics	810,118	200,382	0	833,050	(226,000)	807,432	815,527	
Transport Services	82,465,495	5,897,205	0	122,713,017	(46,788,277)	81,821,945	82,004,816	
Delivery	(145,262)	3,401,966	(3,716,346)	86,200	0	(228,180)	(234,468)	
Economic Services	1,356,314	2,832,465	(617,510)	5,798,573	(6,724,677)	1,288,852	1,378,336	
Policy, Strategy & Communications	4,210,592	5,109,201	(272,596)	936,771	(188,000)	5,585,376	5,682,108	
Resources	5,219,319	3,117,038	0	2,058,338	0	5,175,376	5,237,717	
Corporate	7,292,512	630,952	(800,000)	9,118,287	(2,379,520)	6,569,719	6,453,155	
Other Directorates	17,933,475	15,091,622	(5,406,452)	17,998,169	(9,292,197)	18,391,143	18,471,663	
Capitalisation	(1,000,000)	0	(1,500,000)	0	0	(1,500,000)	(1,530,000)	
Enterprise Zone Receipts	(712,000)	0	0	0	(1,968,000)	(1,968,000)	(3,804,000)	
Transport Levy	(95,198,000)	0	0	0	(94,198,000)	(94,198,000)	(92,198,000)	
Other	(96,910,000)	20,988,827	(6,906,452)	140,711,186	(152,246,473)	(97,666,000)	(100,283,600)	
Further Resources Required	3,488,971					2,547,088	897,222	
Savings, income, other targeted actions	0					(1,000,000)	(897,222)	
Transfer from Reserves	(3,488,971)					(1,547,088)	0	
Balanced Budget	0					0	0	

	Balance at 31/3/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Balance at 31/3/21 £
Available Reserves						
General Reserve	(7,102,000)	3,488,971	0	0	0	(3,613,029)
Transport Fund Reserve	(7,751,000)		1,547,088	944,479	0	(5,259,434)
Total	(14,853,000)	3,488,971	1,547,088	944,479	0	(8,872,463)

This page is intentionally left blank

Agenda Item 12

Appendix 3

Capital Budget

CAPITAL FUNDING	2017/18 £000
Local Growth Fund	72,228
Local Growth Fund C/Fwd	73,160
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,104
Local Transport Plan Integrated Transport C/Fwd	780
Highways Maintenance Block	25,971
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Investment fund	6,925
DfT Cycle City Ambition Fund	14,641
West Yorkshire Cycling and Walking Fund	1,500
Ultra Low Emission Vehicles	495
European Regional Development Fund	2,968
Broadband UK	2,968
Growing Places Fund	3,740
Capital Receipts	600
Carry forward from prior year	
WY+TF Borrowing	0
TOTAL	244,742

2018/19 £000	2019/20 £000	TOTAL £000
74,349	73,510	220,087
0	0	73,160
48,700	49,100	118,800
13,104	13,104	39,312
0	0	780
23,507	23,507	72,985
4,896	4,896	12,224
		2,230
		6,925
0	0	14,641
		1,500
495	990	1,980
1,823		4,791
1,823		4,791
4,426	4,929	13,095
		600
54,013	7,031	
	32,208	32,208
227,136	209,275	620,109

CAPITAL EXPENDITURE	2017/18 £000
Growth Deal	100,150
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,100
Ultra Low Emissions Vehicles	180
Highways Maintenance Block	25,970
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Incentive Fund	6,925
DfT Cycle City Ambition Fund	10,547
West Yorkshire Cycling and Walking Fund	1,019
WY Broadband Programme	5,936
Growing Places Fund	800
WYCA internal projects	440
TOTAL	190,729

2018/19 £000	2019/20 £000	TOTAL £000
112,000	114,140	326,290
48,700	49,100	118,800
13,104	13,104	39,308
1,027	1,028	2,235
23,507	23,507	72,984
4,896	4,896	12,224
0	0	2,230
0	0	6,925
4,094	0	14,641
481	0	1,500
3,646	0	9,582
4,550	2,000	7,350
4,100	1,500	6,040
220,105	209,275	620,109

This page is intentionally left blank

Director: Angela Taylor, Director of Resources
Author: Neil Hind, Acting Head of Procurement



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Update on WYCA Procurement Strategy 2018 to 2021

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 This document updates on progress regarding the development of the new WYCA Procurement Strategy. It raises a number of areas for consideration regarding the required direction of the Procurement Strategy for the organisation.

2 Information

- 2.1 The previous WYCA Procurement Strategy covered the period from April 2014 to March 2017. Drafting of the new strategy was delayed whilst a review was undertaken of the procurement needs of the organisation. This review has now been complete with a new procurement function being created.
- 2.2 To support the new function work has begun on an updated Procurement Strategy. This will outline the vision and work required for the next 3 years in this area. It is acknowledged that some of the policy areas identified within this document may be included in a more detailed Social Value Policy. Through the Inclusive Growth Steering Group work is underway across the region to assist local authorities and other key anchor institutions in defining a set of common principles that will underpin procurement and other activities.
- 2.3 It is suggested that the WYCA Procurement Strategy is in line with the new National Procurement Strategy nearing finalisation by the LGA. The LGA approach includes the creation of 31 Business Value Codes (BVCs) as outlined in 8.1. These have been used both regionally and locally to identify priority areas for local government organisations and allow for self-diagnostics to be undertaken.

- 2.4 To inform the strategy workshop have been undertaken with Heads of Procurement from across the region and with WYCA Heads of Service. There was a high level of overlap from both workshops. A number of discussions have also been undertaken with the wider Inclusive Growth programme. However, this strategy only covers spend WYCA is making directly.
- 2.5 The final strategy must support the organisation in meeting the key agreed elements of the National Procurement Strategy and its wider objectives. It is therefore suggested that the final document will include the below key deliverables:
- 2.5.1 **Mandatory weighting for social value contribution.** WYCA currently operates a policy where only capital projects over £500k need to include any weighting. This is suggested to be 10% of the overall score. It is suggested to amend this to a minimum 10% weighting for all procurements over £50k. It is also recommended to increase the weighting value to be a minimum of 20% over the lifetime of this strategy.
- 2.5.2 **Encourage suppliers to pay the living wage.** It is estimated that around 10% of WYCA's current suppliers are accredited living wage employers. The impact of mandating the payment of the living wage is unclear on budgets. It is therefore suggested that all procurements over £50k request a price for both living wage and non-living wage supply of goods or services. This would allow for price variations to be monitored and where no cost implications for the living wage to be contractually agreed. This would allow for an informed decision to be made on mandating this within the next procurement strategy.
- 2.5.3 **Increase SME and local spend percentages.** Until detailed spend analytics is available it is unclear as to what the organisations SME and local spend is. However, the new strategy should look to ensure its spend in these areas is at least in line with the government target of 33% of spend with SMEs by 2020. It should also, in line with expected Social Value targets, ensure that spend with local suppliers is supported.
- 2.5.4 **Training for commissioners and suppliers.** Training is needed both for internal customers, current suppliers and potential suppliers. The new procurement team has already commenced with procurement awareness training for internal and more specialised training will be scheduled throughout the lifetime of the new strategy. Potential suppliers will need training in how to bid for work. All suppliers will need training in new policy areas such as contract management and social value.
- 2.5.5 **Implementation of a benchmarking and measurement tool.** To allow for improved reporting, especially around social value, a supplier tool will be required for businesses that supply WYCA to report on their achievements and aspirations. This should allow them to compare themselves to peers and allow for continuous improvements to be achieved. It is hoped this could be done in conjunction with other local government organisations to reduce the burden on suppliers.

- 2.5.6 **Implementation of contract management toolkit and corporate wide key performance indicators (KPIs).** A consistent and documented approach is required for contract management across the organisation. It is suggested a toolkit is developed and rolled out across the business with support given from the new Contracts and Framework Manager role. A standard set of KPIs should also be developed to allow for standard reporting. This will be essential if the organisation wishes to report on progress made in key areas, such as Social Value.
- 2.5.7 **Implementation of corporate spend analytics.** Due to limitations within the current finance systems no spend analytics are available to report on areas of spend. It is therefore strongly recommended that a new spend analytics systems is implemented to allow for spend to be monitored and reported as needed. The benefits will include easier identification of common spend areas and ability to manage contract spend more efficiently. This will also lead to process efficiencies in meeting the organisation's transparency obligations.
- 2.5.8 **Increase in use of corporate contracts and frameworks.** A number of common areas of spend have been identified where no formal contract or route to market exists. It is proposed to implement a number of new corporate agreements using either existing frameworks, such as those from Yorkshire Purchasing Organisation or Crown Commercial Services, or creating bespoke agreement. These will ensure savings from aggregation and ensure that key priorities can be met. The proposed spend analytics solution will also help inform this work.
- 2.6 It is planned to submit a copy of the final Procurement Strategy for approval to the meeting on 1 February 2018. An update on the Contract Standing Orders will also be required to implement the new Procurement Strategy.

3 Financial Implications

- 3.1 None have been identified at this stage. Once the full strategy is drafted if costs are identified these will be included with the submission.

4 Legal Implications

- 4.1 No legal implications have been noted. The revised Procurement Strategy will continue to ensure that WYCA meets its obligations regarding EU and UK procurement regulations.

5 Staffing Implications

- 5.1 None arising directly from this report.

6 External Consultees

- 6.1 No formal external consultation has been undertaken. However, informal discussions have taken place with the West Midland and Greater Manchester Combined Authorities to understand their relative positions and approaches.
- 6.2 Workshops have also been held with regards to the LGA National Procurement Strategy (2017) Diagnostic approach. WYCA originally attended a workshop with the LGA and all Yorkshire & Humberside Councils to agree regional priorities.
- 6.3 A meeting was held on 29th November with the Heads of Procurement of member councils to share the WYCA internal vision and to discuss their approaches their various to Social Value.

7 Recommendations

- 7.1 The positive progress made on Procurement within WYCA is acknowledged.
- 7.2 That the elements outlined are accepted as forming the basis of the Procurement Strategy document.
- 7.3 To note the planned update to Contract Standing Orders being required to implement the new Procurement Strategy.

8 Background Documents

- 8.1 A copy of the LGA National Procurement Strategy (2017) Diagnostic Document.



national-procurement-strategy-2017-dia

Director: Angela Taylor, Director of Resources

Author: Caroline Allen



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Governance Arrangements - Appointments

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1. Purpose

- 1.1 To note a change to the City of York Council's appointment to WYCA.
- 1.2 To approve the appointment of private sector and advisory co-optees onto WYCA's Advisory Panels and to appoint the Chair of the Employment & Skills Panel and the Green Economy Panel.
- 1.3 To approve the appointment of local authority co-optees on the Business Innovation & Growth Panel and the Employment & Skills Panel following receipt of revised nominations.
- 1.4 To approve a change in membership of WYCA's Governance and Audit Committee
- 1.5 To note that the Director of Policy, Strategy and Communications is leaving WYCA at the end of the calendar year and to approve the appointment of an interim Director.

2. Information

Appointment to WYCA

- 2.1 On 2 October 2017, the City of York Council notified WYCA's Monitoring Officer that they wished to terminate the appointment of Councillor Keith Aspden as the Council's WYCA representative and to appoint Councillor Andrew Waller as his replacement. The appointment of Councillor Waller took effect from 9 October 2017.

Advisory Panel Appointments – Private Sector/Advisory Members

- 2.2 On 29 June, WYCA gave approval to the former LEP Panels becoming advisory committees of WYCA (referred to as advisory panels) with effect from 1 September and the existing membership of the panels was rolled over to the new arrangements. Subsequently, a number of long standing private sector members advised that commitments elsewhere meant that they would be stepping down from their roles. Furthermore, activity to transition the panels to committees identified various sector shortages that it was felt should be addressed as WYCA continues to develop its Local Inclusive Industrial Strategy. It was therefore considered an opportune time to carry out a full refresh of the private sector membership of the advisory panels.
- 2.3 A recruitment exercise was undertaken over the summer to attract new private sector members to WYCA’s advisory panels and shortlisted candidates were invited to attend interviews with the Appointments Panel which consisted of the LEP Chair, Deputy LEP Chair, a private sector LEP Board member and a WYCA officer.
- 2.4 **Appendix 1** sets out details of those members retiring from office and the proposed new appointments together with recommendations for chair appointments consequential on the resultant vacancies of the chairs of the Employment & Skills Panel and the Green Economy Panel.
- 2.5 It is also proposed to introduce private sector representation onto the Land and Assets Panel, by the appointment of two private sector representatives, Amir Hussain (of Yeme Architects) who has also been appointed as a new member of the LEP Board and Andrew Latchmore (Shulmans).
- 2.6 Further appointments will be proposed at the next WYCA meeting on 1 February, as the interview process has not yet concluded. Proposals for appointments to the Business Investment Panel, (a sub-committee of the Investment Committee), will be considered by that committee in January.

Advisory Panel Appointments – Local Authority Members

- 2.7 On 16 August, Wakefield Council notified the Authority of their wish to make the following change on the Business Innovation & Growth Panel:
- Councillor Darren Byford to replace Councillor David Jones.
- 2.8 On 24 November, North Yorkshire County Council notified the Authority of their wish to make the following change on the Employment & Skills Panel:
- Councillor Patrick Mulligan to replace Councillor Cliff Lunn

Governance and Audit Committee

- 2.9 It is proposed that Councillor Hinchcliffe replace Councillor Sheard on the Governance and Audit Committee.

Officer Appointments

- 2.10 The Director of Policy, Strategy and Communications is leaving WYCA at the end of the calendar year. A process for an internal interim replacement has been undertaken and a nomination will be made to the Authority at the meeting on the 14th.

3. Financial Implications

- 3.1. None.

4. Legal Implications

- 4.1 The membership of the Governance & Audit Committee has to (by Order) reflect the balance of political parties among members of constituent councils, so far as reasonably practicable.

5. Staffing Implications

- 5.1 As set out in the report.

6. Consultees

- 6.1 None.

7. Recommendations

- 7.1 That WYCA notes the termination of the City of York Council's appointment of Councillor Keith Aspden and the appointment of Councillor Andrew Waller.
- 7.2 That WYCA co-opts members to the Advisory Panels as set out in Appendix 1 attached, and to the Land and Assets Panel, as set out in paragraph 2.9 of this report.
- 7.3 That WYCA appoints the Chair of the Employment & Skills Panel and the Green Economy Panel as set out in Appendix 1 attached.
- 7.4 That WYCA notes Wakefield Council's revised nomination to the Business Innovation & Growth Panel and co-opts Councillor Darren Byford onto the panel in place of Councillor David Jones.
- 7.5 That WYCA notes North Yorkshire County Council's revised nomination to the

Employment & Skills Panel and co-opts Councillor Patrick Mulligan onto the panel in place of Councillor Cliff Lunn.

- 7.6 That WYCA replaces Councillor Sheard with Councillor Hinchcliffe on the Governance and Audit Committee.
- 7.7 That WYCA notes that the Director of Policy, Strategy and Communications is leaving WYCA at the end of the calendar year.
- 7.8 That WYCA approves the appointment of an interim Director.

8. Background Documents

- 8.1 None.

WYCA Advisory Panel membership changes

Business Innovation & Growth Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Sophie Jewett	-	Private Sector representative (voting)	-	30.08.17
-	Nicola Greenan	Private Sector representative (voting)	East Street Arts	14.12.17
-	Amir Hussain	Private Sector representative (voting)	Yeme Architects	14.12.17
-	Martin Booth	Private Sector representative (voting)	Witt UK Group	14.12.17
CLlr David Jones	-	Local Authority co-optee (voting)	Wakefield Council	14.12.17
	CLlr Darren Byford	Local Authority co-optee (voting)	Wakefield Council	14.12.17

Employment and Skills Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Stephanie Burras	-	Private Sector representative (voting)	-	31.12.17
		Chair		
-	Rashik Parmar	Private Sector representative (voting)	IBM	14.12.17
		Chair		31.12.17
-	Mark Roberts	Private Sector representative (voting)	Beer Hawk Ltd	14.12.17
CLlr Cliff Lunn	-	Local Authority co-optee (voting)	North Yorkshire County Council	14.12.17
-	CLlr Patrick Mulligan	Local Authority co-optee (voting)	North Yorkshire County Council	14.12.17

Green Economy Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Paul Hamer	-	Private Sector representative (voting) Chair	-	31.12.17
John Bradley	-	Private Sector representative (voting)	-	28.09.17
-	Rosa Foster	Ex-officio (non-voting) representative	The Environment Agency	14.12.17
	Simon Pringle	Chair (existing GEP member)	-	31.12.17

Director: Angela Taylor, Director of Resources

Author: Heather Waddington



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: ESIF SUD Update (For Information)

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 That WYCA, in its role as the Intermediate Body for the SUD part of the ESIF programme, approve the advice included in the outline assessment forms at Part 3 of each Appendix (2-6), the decision and any respective conditions outlined in Part 5a, and the prioritisation list for SUD included in Appendix 1. The forms will be then submitted to the Managing Authority (MA), Department for Communities and Local Government (DCLG).

2 Information

- 2.1 On 6 April 2017, WYCA considered and noted the roles and responsibilities relating to Intermediate Body (IB) status delegated to West Yorkshire Combined Authority (WYCA) in order to deliver the SUD Strategy, part of the ESIF Programme.
- 2.2 WYCA, at the 29 June 2017 meeting, agreed for the SUD Call to be published in July 2017 by the Managing Authority (MA), Department for Communities and Local Government (DCLG).
- 2.3 The Call was published on Monday 3rd July 2017, earlier than expected. The Call closed on Friday 29th September 2017 for outline applications. In response to this Call five outline applications have been received and which are presented to the CA. Advice. The Investment Committee, at its meeting on 9 November 2017, considered the advice contained in each of the outline assessments and the prioritised list, in order to advise WYCA acting as the Intermediate Body for SUD, to inform its decision(s) with regard to project selection.

- 2.4 The assessment of the outline applications are attached to this report as Exempt Appendices 2–6 together with a covering note (Exempt Appendix 1). WYCA is requested to approve the advice provided (part 3 and 5a) and the prioritised list.
- 2.5 It is important to note following the EU referendum in June 2016, one of the priorities was securing the £5.3 billion investment in local growth that was to be received by England from the EU until 2020. After much lobbying, the Chancellor of the Exchequer, the Rt. Hon. Philip Hammond MP, announced in October 2016 that local areas with existing EU funding agreements signed off by the time we exit the EU will receive replacement funding once we leave and the programme should continue to be delivered up to that point – this includes the SUD applications which would be honoured for the full contracting period, maximum of 3 years, under this guarantee.

3 Selection Process and Assessment Form

- 3.1 The selection process for SUD, part of the ESIF programme has been set out in guidance notes issued to the IB by DCLG, as the MA.
- 3.2 The outline applications have been assessed for local strategic fit based on the Leeds City Region ESIF SUD Strategy. In considering the strategic fit a qualitative approach has been used to assess the following to come to an overall view:
- Does the proposed operation contribute to the needs/opportunities identified in the Call to which it is responding?
 - Does the proposed operation aligns to the local growth needs set out in the local ESIF (SUD) Strategy?
- 3.3 In addition advice has been provided to the MA on;
- 3.3.1 **Value for money** – the operation must represent value for money. In assessing value for money, the MA takes account of:
- efficiency: the rate/unit costs at which the operation converts inputs to the fund outputs
 - economy: the extent to which the operation will ensure that inputs to the operation are at the minimum costs commensurate with the required quality
 - effectiveness: the extent to which the operation contributes to programme output targets, results and/or significant strategic impact at the local level
 - that the investment will deliver activities and impacts that would not otherwise take place
- 3.3.2 **Deliverability**
- The operation is deliverable within the requirements of the fund specific operational programme taking account risks, constraints and dependencies
 - Evidence has shown that this type of operation is effective, the risks have been considered and appropriate mitigations put in place.

- 3.4 Assessment forms are designed and owned by DCLG. The Assessment form is split in to 5 sections and each completed by either WYCA or the MA as follows;
- Part 1, summary project details – completed by DCLG
 - Part 2, the gateway assessment - completed by DCLG
 - Part 3, the IB's assessment – completed by WYCA
 - Part 4, the MA's assessment - completed by DCLG
 - Part 5, selection decision -- completed by WYCA (5a) and DCLG (5b).
- 3.5 Following the approval of WYCA's selection decision and advice, the assessment will be finalised and forwarded to the MA, who will then finalise its assessment (taking account of the advice provided by WYCA), and make its selection decision.

4 Undertaking the Assessment

- 4.1 In line with the agreed WYCA IB Conflict of Interest Statement and Operating Protocol – all outline applications have been considered by the Appraisal Team, under the responsibility of the Head of Research and Intelligence, WYCA, who have undertaken their own assessment in line with the criteria outlined above. Where projects are flood related the Environment Agency has also been consulted with regard to deliverability.
- 4.2 Only projects that pass both WYCA's and the MA's selection criteria will be invited to submit a full application. A failure to meet either WYCA's or the MA's selection criteria will result in rejection of the project.
- 4.3 If the total value of projects that pass both WYCA's and the MA's selection criteria does not exceed the budget attached to the Call the MA will invite full applications for these projects.
- 4.4 However if the total value of projects that pass both WYCA's and MA's selection criteria exceeds the indicative budget attached to the Call the MA, taking into consideration the IB's decision in respect of local strategic fit, will reconcile the projects to the budget. If the over bid against the indicative allocation for the Call is modest, and or there appears to be a high risk that a number of projects may fail to progress, the MA, may in consultation with WYCA, choose to invite projects with a total value greater than the indicative allocation to the Call to proceed to full application in expectation that some will fail to proceed and or projects will be prioritised post appraisal.
- 4.5 If these steps do not resolve the overbid the MA will undertake a reconciliation of the IB's and its own prioritised lists.
- 4.6 Having concluded the assessment process, including any reconciliation to budget, the MA will determine which projects may proceed and be invited to submit a full application and which will be rejected. The MA will, in the spirit of joint working, meet with WYCA at the conclusion of this reconciliation to clarify its decision(s).

5 Financial Implications

- 5.1 DCLG, as MA for the funds, is responsible for the issuing of Funding Agreements, paying projects and general contract management. The funding within the Strategy (€19.95m) is a notional budget and is part of the ESIF ERDF programme. All finances go directly through DCLG's accounts not WYCA's.

6 Legal Implications

- 6.1 The risks of non-compliance with regard to the delegated function of WYCA as an Intermediate Body were previously outlined at the meeting in March 2017.

7 Staffing Implications

- 7.1 None.

8 External Consultees

- 8.1 DCLG have been consulted in their role as Managing Authority in the production of this report.

9 Recommendations

- 9.1 That WYCA, in its role as the Intermediate Body for the SUD part of the ESIF programme, approve the advice included in the outline assessment forms at Part 3 of each Appendix (2-6), the decision and any respective conditions outlined in Part 5a, and the prioritisation list for SUD included in Appendix 1.

10 Background Documents

- 10.1 None



**MINUTES OF THE MEETING OF THE
TRANSPORT COMMITTEE
HELD ON FRIDAY, 8 SEPTEMBER 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Keith Wakefield OBE (Chair)	Leeds City Council
Councillor Eric Firth (Vice-Chair)	Kirklees Council
Councillor Martyn Bolt	Kirklees Council
Councillor Neil Buckley	Leeds City Council
Councillor Peter Caffrey	Calderdale Council
Councillor David Dagger	Wakefield Council
Councillor Manisha Kaushik	Kirklees Council
Councillor Hassan Khan	Bradford Council
Councillor Michael Lyons OBE	Leeds City Council
Councillor Andrew Pinnock	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Taj Salam	Bradford Council
Councillor Daniel Sutherland	Calderdale Council
Councillor Kevin Swift	Wakefield Council
Councillor Tim Swift	Calderdale Council
Councillor Christine Towler	Leeds City Council

In attendance:

Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council
Liz Hunter	WYCA
James Nutter	WYCA
Dave Pearson	WYCA
Dathan Tedesco	WYCA

16. Apologies for absence

Apologies were received from Councillor Ian Gillies, Councillor Nussrat Mohammed and Ian Cherry.

17. Declarations of disclosable pecuniary interests

There were no disclosable pecuniary interests declared by members at the meeting.

18. Exempt information - possible exclusion of the press and public

There were no exclusions of the press and public at the meeting.

19. Minutes of the meeting of the Transport Committee held on 7 July 2017

Resolved: That the minutes of the Transport Committee held on 7 July 2017 be approved and signed by the Chair.

20. HS2 and the HS2 Growth Strategy

The Committee considered a report updating it on the development of HS2 and the Leeds City Region HS2 Growth Strategy and summarising the progress to ensure the City Region makes the most of the HS2 opportunity for local growth and regeneration.

The report outlined the development of the Strategy, and its role to unlock the benefits of HS2 across the city region, as well as a focused look at growth in the area around Leeds station. The LCR HS2 Growth Strategy incorporates a series of workstreams, including Leeds Integrated Station Masterplan, Leeds City Region Connectivity, Leeds City Region Skills and Supply Chain and South Bank Infrastructure Delivery Plan.

Members will discuss aspects of the strategy in more detail at a workshop on 18 September. The full HS2 Growth Strategy will then be considered by WYCA at its meeting on 5 October, prior to submission to Government.

Endorsement was also sought for the principles of WYCA's response to the HS2 consultation on its rolling stock depot location.

Resolved:

- (i) That the development of HS2 and the Leeds City Region (LCR) HS2 Growth Strategy be noted.
- (ii) That the principles of WYCA's response to the HS2 consultation on its rolling stock depot location, as outlined in paragraph 2.22 of the submitted report, be endorsed and developed further for a report to WYCA in October.

21. Trans-Pennine Route Upgrade

The Committee considered a report updating it on the Trans-Pennine Route Upgrade (TRU).

On 20 July 2017, the Department for Transport (DfT) announced the cancellation of the electrification of rail lines in Wales (Cardiff to Swansea), the Midlands (London to Sheffield and Nottingham) and North-West (Windermere) after National Audit Office reports highlighting projects which were behind schedule and over budget.

The Secretary of State for Transport has since called into question the inclusion of full electrification as part of the scope of the TRU. Alongside other recent statements from the Secretary of State this has given rise to a number of concerns, as outlined in the submitted report.

Resolved:

- (i) That the contents of the report be noted.
- (ii) That the greater involvement of WYCA in the development of the TRU scheme, including the forthcoming choices about scope and outputs, directly and through Rail North and Transport for the North, be endorsed.
- (iii) That a shared statement to Government be developed to articulate how important the TRU scheme is to West Yorkshire and the wider City Region, and that further actions be explored and pursued in order to lobby government in favour of the TRU scheme.

22. East Midlands Rail Franchise Consultation

The Committee considered a report setting out the proposed approach to WYCA's response to the consultation being carried out by the Department for Transport (DfT) into the future East Midlands rail franchise (EM).

Some locations in the East Midlands currently have poor connectivity to the Leeds City Region. Of the four "Hub Cities" of the East Midlands (Derby, Leicester, Lincoln and Nottingham), Leeds City Region has regular direct train services to only two. WYCA considers that there is an opportunity for new/extended EM services to address significant connectivity gaps, and therefore it is proposed that the CA should use this consultation to put forward strongly the case for addressing those gaps, both in WYCA's own response and by helping to frame the response of Rail North.

WYCA officers have already met with the current operator (Stagecoach EMT) and with two competing bidders (Arriva and First Trenitalia) intend to consult with officers and councillors in the five West Yorkshire Districts and has already received input from various stakeholders such as rail user and business groups. This input will help inform the final consultation response.

The EM franchise is now to be re-let, with the new operator to take charge from August 2019. This implies that the Invitation To Tender will be issued to shortlisted bidders in April 2018, with bids to be returned by July 2018, ahead of the contract

being awarded in Spring 2019. The consultation began on 20 July 2017 and ends on 11 October 2017.

Resolved:

- (i) That the proposed approach to the EM consultation, as summarised in the submitted paper, be endorsed, and to delegate to the Chair and WYCA Managing Director to submit a corresponding response document after circulation to Transport Committee members.
- (ii) That WYCA officers continue to work with the three bidders shortlisted for the EM franchise, and with Rail North, to pursue positive outcomes for the Leeds City Region from the specification of the new franchise.

23. Road Networks Update

The Committee considered a report providing an update on the West Yorkshire Key Route Network (KRN) and also on the work being done by Transport for the North (TfN) to create a Major Road Network (MRN) for the North and endorse further work on WYCA's priorities for investment.

The collaborative management of a West Yorkshire KRN is a policy of the West Yorkshire Transport Strategy, as approved by the committee and subsequently by WYCA at its meeting of 3 August. A Memorandum of Understanding outlining the basis for this work was attached to the submitted report for consideration.

TfN is also developing a proposal to create a Major Road Network (MRN) for the North, to provide a focus for investment decisions for improvements to roads (separate from the Strategic Road Network, managed by Highways England) that are the most economically important to securing the North's productivity and growth.

Members were updated and agreed to discuss these issues in more detail, alongside Portfolio Holders, at a workshop scheduled for 5 December 2017.

Resolved:

- (i) That the Memorandum of Understanding for the collaborative management of a Key Route Network for West Yorkshire be agreed.
- (ii) That the work by Transport for the North to create a Major Road Network for the North be noted and that WYCA undertakes further work to identify and prioritise priorities.
- (iii) That a workshop session on Key Route Network implementation and Major Road Network proposals is held with Transport Committee and Portfolio Holders to provide updates on activity and input to actions and priorities.

24. Proposed disposal of part of a parcel of land at Barnsley Road, Flockton

The Committee considered a report seeking approval for the disposal of a parcel of land situated at Barnsley Road, Flockton, Wakefield. WYCA's Director of Transport has confirmed that the Property is no longer required for the purposes of WYCA's business and professional surveying advice recommends acceptance of the terms of sale as set out at in paragraph 2.5 of the submitted report.

Resolved: To approve the disposal of part of a parcel of land situated at Barnsley Road, Flockton, Wakefield on the terms set out in the submitted report and to delegate authority to the Head of Legal and Governance Services to progress the matter to completion.

25. Proposed disposal of two parcels of land located within 3/5 Alma Road, Leeds

The Committee considered a report seeking approval for the disposal of two separate parcels of land located within 3/5 Alma Road, Leeds, which WYCA acquired for the purposes of the New Generation Transport (NGT) scheme under the terms of an Agreement made with the owners. WYCA's Director of Transport has confirmed that there are no current plans that affect the Properties and, on that basis, WYCA should discharge its obligations under the Agreement as the Solicitor acting for the Original Owners has made it clear that they want the Properties to be returned to them.

Resolved: To approve the disposal of two separate parcels of land (both located within 3/5 Alma Road, Leeds), to the original owners, as required under the terms of an Agreement dated 27 January 2011, and to delegate authority to the Head of Legal and Governance Services to progress the matter to completion.

26. City Region Transport Update

The Committee considered a report providing an update on current transport issues in the City Region, covering the following:

- Transport Committee Air Quality Workshop
- Ultra-low Emission Vehicle (ULEV) Taxi Infrastructure
- ULEV Bus Schemes – Buses
- CCTV Digital Upgrade
- MCard Update
- Leeds Park & Ride Update
- AccessBus
- Supported Bus Services
- District Consultation Sub – Committees

Resolved: That the updates provided in this report are noted.

This page is intentionally left blank



**MINUTES OF THE MEETING OF THE
GREEN ECONOMY PANEL
HELD ON THURSDAY, 14 SEPTEMBER 2017 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Andrew Waller (in the Chair)	City of York Council
John Bradley	Crompton
Councillor Jenny Lynn	Calderdale Council
John Williams	S'Investec
Jim Cardwell (Advisory Representative)	Northern Powergrid
David Gill (Advisory Representative)	Northern Gas Networks
Nevil Muncaster (Advisory Representative)	Yorkshire Water

In attendance:

Jon Brigg	Yorkshire Water
Dan Sadler	Northern Gas Networks
Wallace Sampson	Harrogate Borough Council
Martin Farrington	West Yorkshire Local Nature Partnership
Noel Collings	WYCA
Vincent McCabe	WYCA
Dathan Tedesco	WYCA
David Walmsley	WYCA

1. Apologies for absence

In Paul Hamer's absence the chair was taken by Councillor Andrew Waller.

Apologies were received from Councillors Andrew Cooper and Lucinda Yeadon, William Firth, Paul Hamer, Natasha Luther-Jones, Dr Alice Owen and Simon Pringle.

2. Declarations of Disclosable Pecuniary Interests

Advisory representative Jim Cardwell made the meeting aware that in his role at Northern Powergrid he is associated with a group of organisations considering a bid for the ESIF Program: Low Carbon - Priority 4 call in Leeds City Region. He therefore left the meeting before it considered the appointment of an ESIF Sub-Committee Representative at agenda item 10.

3. Exempt information - Possible exclusion of the press and public

There were no exclusions of the press and public at the meeting.

4. Minutes of the meeting of the Green Economy Panel held on 29 June 2017

Resolved: That the minutes of the Green Economy Panel held on 29 June 2017 be approved, subject to the following additional clarification:

Under Governance, minute 4, to note the Panel's desire to add more private and third sector representation to the Panel.

5. Resource Efficiency Fund Update

The panel were provided with a presentation and update on the Resource Efficiency Fund (REF) by Vincent McCabe, WYCA's Programme Manager for Resource Efficiency.

As well as a full update on the performance of the fund since its launch, members were invited to discuss what the future of the programme may look like.

Resolved: That the update on the REF be noted.

6. H21 Update

The panel were provided with a presentation and update on Northern Gas Network's H21 programme by Programme Director Dan Sadler.

Resolved:

- (i) That the update on the H21 project be noted.
- (ii) That the Panel explore how it might continue to be updated on and offer support to this this regionally significant programme.

7. Esholt Circular Economy Demonstration Programme

The panel were provided with a presentation and update on Yorkshire Water's Esholt Circular Economy Demonstration Programme by their Manager of Innovation, Jon Briggs.

Resolved:

- (i) That the update on the Esholt Circular Economy Demonstration Programme be noted.
- (ii) That the Panel explore how it might continue to be updated on and offer support to this innovative programme and that officers consider how this and other innovative schemes might feed in to the City Region's asks to government around the Industrial Strategy and a potential devolution deal.

8. Green Economy Panel Major Projects Update

The Panel considered a report providing an update on the progress of major projects currently being delivered under the Strategic Economic Plan's priority 3 including:

- Energy Accelerator
- Better Homes Programme
- Resource Efficiency Fund
- District Heat Programme
- Green and Blue Infrastructure Strategy and Delivery Plan
- Zero Carbon Energy Strategy and Delivery Plan

Resolved: That the contents of the report be noted.

9. Industrial Strategy and Inclusive Growth

WYCA's Head of Economic Policy gave an update on the city region's developing approach to industrial strategy and inclusive growth.

A presentation was given focusing on the opportunities provided by Government's modern industrial strategy in the context of the prevailing economic conditions, and the challenges to improving competitiveness and productivity while driving inclusive growth outcomes.

A further discussion on the challenge of improving productivity is set to take place at the LEP Board away day on 19 September and panel members were invited to attend.

Resolved:

- (i) That the update on the city region's developing approach to industrial strategy and inclusive growth and the plan to further engage on the productivity challenge be noted.
- (ii) That the work being undertaken to refocus established programmes and projects to drive inclusive growth outcomes be noted.
- (iii) That the plan to propose the continuation of several key Growth Deal programmes to government ahead of the Autumn Budget, in light of their impending expiry, be endorsed.

10. ESIF Sub-Committee Representative

The Panel considered a report outlining the need to nominate a new Green Economy Panel representative to sit on the Leeds City Region's European Structural and Investment Fund (ESIF) Sub-Committee.

Resolved: That Councillor Jenny Lynn be appointed as the new Green Economy Panel representative to sit on the Leeds City Region's European Structural and Investment Fund (ESIF) Sub-Committee.



**MINUTES OF THE MEETING OF THE
OVERVIEW AND SCRUTINY COMMITTEE
HELD ON WEDNESDAY, 20 SEPTEMBER 2017 AT WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS LS1 2DE**

Present:

Councillor Robert Light (Chair)	Kirklees Council
Councillor Stephen Baines	Calderdale Council
Councillor Jenny Brooks	City of York Council
Councillor Sonja Crisp	City of York Council
Councillor Ian Cuthbertson	City of York Council
Councillor Patrick Davey	Leeds City Council
Councillor Michael Ellis	Bradford Council
Councillor Dot Foster	Calderdale Council
Councillor Peter Harrand	Leeds City Council
Councillor Paul Kane	Kirklees Council
Councillor Elizabeth Rhodes	Wakefield Council
Councillor Fozia Shaheen	Bradford Council
Councillor Rosie Watson	Bradford Council

In attendance:

Councillor Erin Hill	Kirklees Council (to minute 5 only)
Kate McNicholas	Bradford Council (to minute 5 only)
Ruth Redfern	WYCA (to minute 5 only)
Angela Taylor	WYCA
James Flanagan	WYCA
Ruth Chaplin	WYCA

1. Apologies for Absence

Apologies for absence were received from Councillors J Baker, A Cooper, K Groves, G Isherwood and M Isherwood.

2. Declarations of Interest

Councillor Ellis declared an other interest as he is a member of the Regional Flood and Coastal Committee and Airedale Drainage Commission.

3. Exclusion of the Press and Public

There were no items on the agenda requiring exclusion of the press and public.

4. Minutes of the Meeting held on 28 April 2017

Resolved: That the minutes of the meeting held on 28 April 2017 be approved and signed by the Chair.

5. Inclusive Growth

The Committee considered a report on the progress made by the Inclusive Growth Project.

Ruth Redfern the Project Director for Inclusive Growth, Councillor Erin Hill, Kirklees Council and Kate McNicholas, Bradford Council attended the meeting and provided members with an overview and update on the project.

It was noted that a Virtual Team, Core Group, Steering Inclusive Growth Group and an Inclusive Growth Champions Group had been established. Members discussed the details of the work programme and, in welcoming the themes of work and vision of the project, made the following comments:

- Don't keep to local authority focus - encourage private sector to be more involved.
- People have different aspirations and expectations – need to inspire them in different ways.
- Focus on areas of deprivation.
- Look at issues of workforce and management eg. filling vacancies as staff are promoted.
- Heard about what has been done in the work programme – but what has been learnt from it?
- Would like more information on the metrics - how Inclusive Growth is being measured.
- Need to make people feel valued and break the stigma of unemployment.
- Can the apprenticeship levy be used to help?

It was noted that the District Council Leaders were provided with regular feedback and members were asked to contact Ruth Redfern if they, or any colleagues, wished to be involved in the project.

The Committee thanked Councillor Hill, Kate McNicholas and Ruth Redfern for the comprehensive overview and discussion and asked that an update on the impact and outcomes of the project be provided at a future meeting.

Resolved: That an update on the impact and outcomes of the Inclusive Growth project be provided at a future meeting.

6. Loan to Oxford GB2 (Leeds Hilton)

The Committee considered the calling in of the Loan to Oxford GB2 (Leeds Hilton) project for scrutiny.

It was proposed that a task and finish group, led by the Chair, undertakes a review of the project and members agreed the proposed lines of questioning which were attached at Appendix 1 to the submitted report. Membership of the group would comprise Councillors Baker, Cuthbertson, Davey, Harrand and Light.

Resolved: That a task and finish group be established to consider the questions as set out in Appendix 1 of the submitted report in respect of the Oxford GB2 loan.

7. WYCA Office Accommodation

The Committee considered a report which provided an update in respect of the WYCA Head Office Accommodation Project

The report outlined the preferred option to refurbish Wellington House which had been endorsed by WYCA and approval given to progress to a detailed design, costs and plan. The scope and parameters of the feasibility work and the next steps for the project were discussed and the need for a clear programme of maintenance for the building once refurbished was highlighted. The need to establish success criteria for the project with respect to productivity was also discussed. Members were invited to tour the building at the conclusion of the meeting.

Resolved: That the report be noted.

8. Forward Programme of Work

The Committee considered a work programme for the coming year.

Members discussed a proposed forward plan of work for 2017/18 and agreed that budgets/funding would be considered at the meeting to be held on 15 November 2017. Other possible items for future meetings include:

- Flood alleviation (follow up actions from the report)
- Branding
- Transport for the North
- Performance/achievement against corporate plan.

The Committee was advised that the programme could be supplemented by further items as they were identified during the year and additional meetings could also be arranged on an ad hoc basis.

It was proposed that the forward plan of work be considered and updated at each meeting and WYCA's forward plan would be provided for information. Other

standard items on each agenda would include Devolution, items for information and items for reporting back to WYCA. Members had previously requested a single item agenda meeting on devolution when full details of an offer are available and this will be scheduled as required.

It was agreed that the SEP Delivery and Transport Plan Delivery Task & Finish Groups should continue during 2017/18 with the following members:

Transport Strategy

Councillor Ian Cuthbertson
Councillor Mike Ellis
Councillor Dot Foster
Councillor Peter Harrant

Strategic and Economic

Councillor Stephen Baines
Councillor Kim Groves
Councillor Paul Kane
Vacancy

A nomination for the vacancy on the SEP Delivery Task & Finish Group would be sought.

Resolved:

- (i) That the Forward Programme of work be amended.
- (ii) That the membership of the Task & Finish Groups be noted.

9. Items for Feedback to WYCA

There were no items to feedback to WYCA.

10. Items for Information

(a) Draft Minutes of the WYCA meeting held on 3 August 2017

Resolved: That the draft minutes of the WYCA meeting held on 3 August 2017 be noted.

11. Devolution

The Committee was provided with an update on the latest position in respect of devolution discussions.

It was reported that meetings had been held over the summer between Yorkshire Leaders, of which 17 had confirmed their commitment to the progression of a "One Yorkshire" devolution deal with Government and that a meeting with the Secretary of State was being sought.

The Committee agreed that there should be consultation with the District Councils and the public should a deal be forthcoming. Members had previously requested a

single item agenda meeting on devolution when full details of a deal are available and this will be scheduled as required.

Resolved: That the update on devolution discussions be noted.

This page is intentionally left blank



MINUTES OF THE MEETING OF THE LAND AND ASSETS PANEL HELD ON FRIDAY, 13 OCTOBER 2017 AT COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS

Present:

Councillor Tim Swift (Chair)	Calderdale Council
Councillor Richard Foster	Craven District Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Sharon Squires	National Housing Federation

In attendance:

Cllr Alex Ross-Shaw	Bradford Council
Jacqui Gedman	Kirklees Council
Ian Hall	Homes and Communities Agency
Michael O'Doherty (Item 9 onwards)	Local Government Association
Ben Still	WYCA
Judith Furlonger	WYCA
Alison Gillespie	WYCA
Justin Wilson	WYCA
Rob Hignett	WYCA
Khaled Berroum	WYCA

1. Apologies for Absence

Apologies for absence were received from Councillor Denise Jeffrey, Councillor David Carr, Roger Marsh and Rob Pearson.

2. Declaration of disclosable pecuniary interests

None were declared.

3. Exempt information - Exclusion of the press and public

There were no exclusions of the press and public at the meeting.

4. Minutes of the meeting of the Land and Assets Board held on 14 July 2017

Resolved: That the minutes of the Land and Assets Board held on 14 July 2017 be approved.

5. **Housing Infrastructure Fund – Forwards Funding Expression of Interest**

The panel were given an update on Housing Infrastructure Fund (HIF) Forward Funding Expression of Interest submitted by 28th September 2017.

Leaders, Chief Executives and WYCA Leadership agreed a ranking system for the Forward Funding and 3 bids were submitted:

1. LCR Housing Deal Phase 1 (Leeds Living/North Kirklees Growth Zone) - £136m
2. LCR Housing Deal Phase 2 (Aire River Housing Growth Zone/Wakefield) - £17.5
3. LCR Housing Deal Phase 3 (SE Calderdale/Calderdale) - £13m

After assessment by DCLG and HCA, the preferred schemes will be invited to enter stage two with an element of co-development with HCA/DCLG. In stage two there will be access to experts and constructive challenge via DCLG to help authorities develop business cases and submit by Spring 2018. These will again be assessed and funding awards announced from Summer 2018.

Resolved: That the HIF Forward Funding bid submission be noted.

6. **Accelerating Development – Strategic Resources Support**

The panel was updated on the development of a proposition from WYCA, on behalf of partners, to DCLG as part of a request for additional resources to deliver Leeds City Region housing sites. A first draft will be ready to share with Directors of Development soon and then the Land and Assets Panel at the next meeting.

The proposition is linked with wider LCR Housing Deal work stream to ensure there is an agreed LCR pipeline and strategic sites located to assure the HCA and DCLG that a viable, deliverable pipeline is ready, pending resources. DCLG is encouraging working on a wider geography which includes a city region form.

Members discussed the Chancellor Philip Hammond's recent visit to Leeds and his meeting with Leeds City Council officials, described as 'negative', citing the lack of enthusiasm for council housing as an issue.

Resolved: That the report be noted.

7. **HCA Update**

Members were updated on recent developments at the Homes and Communities Agency, soon to be relaunched as 'Homes England' by the end of 2017.

The Chancellor announced an extra £2bn for Affordable Housing to focus on bringing forward existing sites and working with districts to identify new sites and projects, especially those stalled by viability issues.

Construction has been accelerated on HCA land within the LCR building 160 homes at Glasshoughton in Wakefield and 130 homes at Whealstun in Leeds.

Under the Accelerated Construction Initiative (schemes from 50 to 500 homes) on LA land, 1,500 Expressions of Interest have been reduced to 220 with 23 submissions in the LCR. Submissions are undergoing due diligence, expected to be completed in late 2017, and projects will then be taken forward pending viability and resource necessities. There may be a second call for sites in the new year.

Resolved: That the update be noted.

8. Leeds City Region Enterprise Zones Programme Update

The panel was presented with a report updating them on the LCR Enterprise Zones (EZ) programme and the proposed approach to phasing sites as detailed in Appendix 2. The next steps for the EZ programme are expected to be approved at the Investment Committee on 9 November 2017 and then WYCA on 7 December 2017.

Resolved:

- (i) That the proposed EZ programme phasing approach is endorsed.
- (ii) That the proposed WYCA/LEP acceptance of DCLG Commercial Support Grant and outline marketing and communications programme be endorsed.

9. One Public Estate Programme

A presentation on the One Public Estate programme was given to the panel by Michael O'Doherty from the Local Government Association. The programme is currently in Phase 6 with a submissions deadline of 3 November 2017. Phase 7 is hoped to be announced in 2018.

The OPE's role as a 'barrier busting' platform was emphasised to members. LGA and Cabinet Office officers have offered to act as facilitators to help local authorities identify the right person at the right level in the right department to help them surmount the obstacles stalling any projects.

Members raised concerns about 'challenging' asset owning government departments and were encouraged to raise concerns in writing as a Panel through OPE channels, which would lend them more weight. OPE has established channels with which to alleviate property and site based complications between central departments and local authorities. Members agreed actions for officers to

coordinate a list of examples of stalled projects and seek advice on how to progress them.

Resolved: That the update be noted.

10. One Public Estate Group Update

The panel noted the information report updating them on the delivery of the One Public Estate programme (OPE) phase 4 and phase 5 schemes and preparation of the Phase 6 bid by the deadline of the 3rd of November.

Resolved: That the report be noted.

11. Leeds City Region 12 Month Housing and Regeneration Work Programme Update

The panel noted the information report updating them on the Housing and Regeneration priority activities over the next 12 months.

Resolved: That the report be noted.

12. Any Other Business

There was no other business.

13. Date of Next Meeting – 5 January 2018, Committee Room A, Wellington House