

## **TRANSPORT SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 10.00 AM ON THURSDAY 23 SEPTEMBER  
2021 IN CITY EXCHANGE, 2ND FLOOR, 11 ALBION STREET, LEEDS,  
LS1 5ES**

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### **A G E N D A**

- 1. WELCOME AND APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. SCRUTINY AND GOVERNANCE ARRANGEMENTS**  
(Pages 1 - 22)
- 5. CHAIRS COMMENTS AND UPDATE**
- 6. TRANSPORT FUNCTIONS AND PRIORITIES OVERVIEW**  
(Pages 23 - 30)
- 7. TRANSPORT SCRUTINY WORK PROGRAMME**  
(Pages 31 - 44)
- 8. TRANSPORT COMMITTEE GOVERNANCE REVIEW**  
(Pages 45 - 54)
- 9. DATE OF THE NEXT MEETING - 18 NOVEMBER 2021**

**Signed:**



**Managing Director  
West Yorkshire Combined Authority**

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**Report to:** Transport Scrutiny Committee

**Date:** 22 September 2021

**Subject:** **Scrutiny and governance arrangements**

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**Director:** Angela Taylor, Corporate and Commercial Services

**Author:** Khaled Berroum, Statutory Scrutiny Officer

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## 1. Purpose of this report

- 1.1 To note scrutiny and governance arrangements pertaining to the Overview and Scrutiny function in general and the Transport Scrutiny Committee in particular.
- 1.2 To note terms of reference, committee remits, quorum rules and meeting dates.

## 2. Information

### Background – expansion of scrutiny in 2021/22

- 2.1 Following the election of West Yorkshire's first mayor, and as of the Combined Authority's annual meeting on 24 June 2021, the Combined Authority's overview and scrutiny function was expanded from the previous single *Overview & Scrutiny Committee* to three scrutiny committees: *Corporate, Economy* and *Transport*. The number of members increased from the previous 18 to 48, with 16 members appointed to each of the three committees. An additional scrutiny support officer was also approved for recruitment to increase the scrutiny function's overall capacity.

### Terms of Reference - Transport Scrutiny Committee

- 2.2 The terms of reference for the Transport Scrutiny Committee are attached as **Appendix 1**.

### Remits - Scrutiny Committees

- 2.3 As a supplement to the general terms of reference for each committee, the scrutiny chairs and deputy chairs met to discuss the apportionment of

overview and scrutiny responsibilities for the committees to ensure all Combined Authority activity is being overseen by at least one scrutiny committee and to avoid overlaps where possible – with environmental issues being the most obvious overlap and split between corporate/organisational, economic/private sector and transport/decarbonisation. The remit overview is attached as **Appendix 2**.

#### Scrutiny Standing Orders and Constitution

- 2.4 This year the Combined Authority adopted a constitution and amended the [Scrutiny Standing Orders](#) to take into account three committees instead of the previous one. These are attached as **Appendix 3**.

#### Quorum and meeting dates

- 2.5 Standing Order 9 requires a scrutiny committee to hold at least four quorate meetings a year. Four meetings have been agreed for each scrutiny committee for the 2021/22 municipal year, once every two months. Furthermore, one meeting has been designated as a dedicated Mayors Question Time session. A list of meetings dates (all beginning at the new time of 10am on Wednesdays) are as follows:
- 23 September 2021
  - 18 November 2021
  - 20 January 2022 – Mayors Question Time
  - 10 March 2022
- 2.6 The **quorum is set by legislation at two-thirds of voting members** and cannot be reduced. No formal decision, recommendation or resolution may be taken by an inquorate meeting. The quorum for a 16-member committee is 11. A member must be physically present to be counted in the quorum.

#### Membership

- 2.7 Legally speaking, a combined authority overview and scrutiny committee must reflect “so far as reasonably practicable the balance of political parties prevailing among the *constituent councils*<sup>1</sup> when taken together”.
- 2.8 The political balance requirements were recalculated following the 2021 local and mayoral elections. The political balance remained somewhat the same as previous years with little measurable change overall. Now that there were three scrutiny committees instead of one, the political balance was calculated across the three committees to allow for the greatest level of representation of all parties which qualified. Of the 48 scrutiny members, 26 are Labour, 14 are Conservative, 6 are Liberal Democrat, 1 is Green and 1 is from an Independent Group (Morley Borough Independents).
- 2.9 All scrutiny members must be formally appointed at the Combined Authority’s annual meeting, in accordance with the nominations put forward by each

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<sup>1</sup> Meaning West Yorkshire councils

council. Usually changes in membership require ratification at a Combined Authority meeting with the exception of some delegations allowing for filling of vacancies that arise in between meetings.

2.10 Scrutiny Standing Order 1 allows members of one scrutiny committee to substitute for members of other scrutiny committees, preferably from the same party and district if possible. Substitutes also count in the quorum and can vote on behalf of the member they are substituting for.

2.11 The Transport Scrutiny Committee members this year are as follows:

<b>Member</b>	<b>Council</b>	<b>Party</b>
<b><i>Vacancy</i></b>	Bradford	Labour
Luke Majkowski	Bradford	Conservative
Ruth Wood	Bradford	Labour
Peter Caffrey	Calderdale	Conservative
Amanda Parsons-Hulse	Calderdale	Liberal Democrat
Dot Foster	Calderdale	Labour
Donald Firth	Kirklees	Conservative
Yusra Hussain	Kirklees	Labour
Anthony Smith	Kirklees	Liberal Democrat
Sharon Hamilton	Leeds	Labour
Robert Finnigan	Leeds	Morley Borough Independent
Paul Wray	Leeds	Labour
Harry Ellis	Wakefield	Labour
Nic Stansby	Wakefield	Conservative
<b><i>Vacancy</i></b>	Wakefield	Labour
Stephen Fenton	York	Liberal Democrat

2.12 Current legislation requires a Scrutiny Chair to be from a different political party to the Mayor or the party that “has the most representatives among the members of the constituent councils on the combined authority”. The current Mayor Tracy Brabin represents the Labour Party and therefore a Scrutiny Chair cannot be a member of the Labour Party.

2.13 Cllr Amanda Parsons-Hulse was nominated and appointed by the Combined Authority as Chair of the Transport Scrutiny Committee and Cllr Peter Caffrey was nominated and appointed as Deputy Chair.

Code of conduct for members and declaring pecuniary interests

2.14 All members and substitutes are bound by the [Code of Conduct for Members](#) and have a legal responsibility to complete a Declaration of Pecuniary Interests form within 28 days of being appointed to the committee.

2.15 Other relevant information and documents relating to members (accessible on the Combined Authority’s website) include:

- [Members’ Allowance Scheme](#)
- [Member and Officer Protocols](#)
- [Conflicts of Interest Policy](#)
- [Procedure Standing Orders](#)

## Statutory scrutiny guidance

- 2.16 The last statutory guidance ([‘\*Overview and scrutiny: statutory guidance for councils and combined authorities\*’<sup>2</sup>](#)) was issued by the government in May 2019. [Scrutiny Standing Order 16](#) obligates the Overview and Scrutiny Committee and the Combined Authority to have regard to any guidance issued by the Secretary of State.

### **3. Tackling the Climate Emergency Implications**

- 3.1 There are no climate emergency implications directly arising from this report.

### **4. Inclusive Growth Implications**

- 4.1 There are no inclusive growth implications directly arising from this report.

### **5. Financial Implications**

- 5.1 There are no financial implications directly arising from this report.

### **6. Legal Implications**

- 6.1 There are no legal implications directly arising from this report.

### **7. Staffing Implications**

- 7.1 There are no staffing implications directly arising from this report.

### **8. External Consultees**

- 8.1 No external consultations have been undertaken.

### **9. Recommendations**

- 9.1 That the Transport Scrutiny Committee notes the scrutiny and governance arrangements for 2021/22.

### **10. Background Documents**

[Scrutiny Standing Orders](#) (Part 4, Section 6- WYCA Constitution) (2021/22)

[Constitution, West Yorkshire Combined Authority](#)

All other governance documents for the Combined Authority and the Leeds City Region Enterprise Partnership (LEP) can be found [here](#).

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<sup>2</sup> <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

[‘Overview and scrutiny: statutory guidance for councils and combined authorities’](#) (7 May 2019, Ministry of Housing, Communities and Local Government - MHCLG)

## **11. Appendices**

Appendix 1 – Transport Scrutiny Committee Terms of Reference

Appendix 2 – Scrutiny Committees Remits

Appendix 3 – Scrutiny Standing Orders

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## Part 3

### Section 2.3 - Terms of Reference

#### Transport Scrutiny Committee

The Transport Scrutiny Committee is authorised in respect of any **transport function**<sup>1</sup> or **function related to transport**<sup>2</sup>:

1. To review or scrutinise any decision made, or other action taken, in connection with any Non-Mayoral Function or Mayoral General Function of the Combined Authority.<sup>3</sup>
2. To make reports or recommendations to the Combined Authority, with respect to any Non-Mayoral Function of the Combined Authority.
3. To make reports or recommendations to the Mayor, with respect to any Mayoral General Function of the Combined Authority.
4. To make reports or recommendations to the Combined Authority or the Mayor on any matter that affects the Combined Authority's Area or the inhabitants of the Combined Authority's Area.
5. To receive and monitor responses to any report or recommendation made by the Transport Scrutiny Committee.

Document version control	
<b>Municipal Year:</b>	2021-22
<b>Version:</b>	1 - 21/22
<b>Document approved by:</b>	The Combined Authority
<b>Date:</b>	24 June 2021
<b>To be of effect from:</b>	24 June 2021

<sup>1</sup> Functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009.

<sup>2</sup> Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021, and the decarbonisation of transport.

<sup>3</sup> In relation to a decision made but not implemented, this includes:

- the power to direct that a decision is not to be implemented while it is under review or scrutiny by Transport Scrutiny Committee, and
- the power to recommend that the decision be reconsidered in accordance with the Scrutiny Standing Orders

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## Combined Authority and Mayoral Powers/Functions, Priorities and Pledges

Functions/Powers	Committees	Portfolios	Directorates
Transport Authority functions	Combined Authority	Mayor	Managing Director / Mayor's Office +
Bus Franchising	LEP Board	Transport	Corporate Planning/Performance
Key Route Network	Transport	Place/Regeneration	Strategy, Comms, Policing
Adult Education Budget	Place/Regeneration	Carbon/Energy	Policy & Development
Mayoral Precept	Carbon/Energy	Skills/Employment	Transport Services & Property
Business rates	Skills/Employment	Business/Economy	Economic Services
Strategic Infrastructure Tariff	Business/Economy	Finance/Resources	Corporate Services & Commercial
Economic development	Finance/Resources	Culture/Creative Arts	Delivery
Homes England powers	Governance/Audit		
Mayoral Development Corporations	Culture/Creative Arts		
Strategic Planning			

### Priorities:

1. Delivering 21<sup>st</sup> Century Transport (Transport)
2. Boosting productivity (Economy)
3. Enabling inclusive economic growth (Economy)
4. Tackling the climate emergency (Economy)
5. Delivering efficiently (Corporate)
6. ~~Ensuring effective and efficient policing (Police)~~

### Mayor Pledges:

1. Create 1000 well paid skilled jobs for young people.
2. Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work.
3. Support local businesses and be a champion for our regional economy.
4. Lead a creative new deal to ensure our creative industries are part of the broader recovery strategy.
5. Appoint an inclusivity champion to work to ensure the region's recovery benefits us all.
6. ~~Recruit 750 more frontline police officers and staff to fight crime.~~
7. ~~Put keeping women and girls safe at the heart of the policing plan.~~
8. Bring buses back under public control, introduce simpler fares, contactless ticketing, and greener buses.
9. Build 5000 sustainable homes including council houses and affordable homes.
10. Tackle the climate emergency and protect our environment.

## Scrutiny Committee Responsibilities

<b>Areas for scrutiny and overview</b>	<b>Corporate</b>	<b>Economy</b>	<b>Transport</b>
<b>Policy priorities</b>	Delivering efficiently  Tackling the climate emergency (internal corporate)	Boosting productivity  Enabling inclusive economic growth  Tackling the climate emergency (private sector)	Delivering 21 <sup>st</sup> Century Transport  Tackling the climate emergency (transport)
<b>Mayor's Pledges</b>	4, 5, 10	1, 2, 3, 9, 10	8, 10
<b>Functions &amp; powers (amongst others)</b>	Mayoral Precept  Business rates  Strategic Infrastructure Tariff	<i>Economic development</i>  <i>Homes England powers</i>  <i>Mayoral Development Corporations</i>  <i>Strategic Planning</i>  Adult Education Budget	Transport Authority functions  Bus Franchising  <i>Key Route Network</i>
<b>Committees &amp; portfolios</b>	Combined Authority  Finance/Resources  Governance/Audit  Culture/Creative	LEP Board  Skills/Employment  Business/Economy  Place/Regeneration (economic elements)  Carbon/Energy (economic elements)	Transport  Place/Regeneration (transport elements)  Carbon/Energy (transport elements)
<b>Directorates</b>	Mayor's Office / Corporate Planning ( )  Strategy, Comms, Policing  Corporate & Commercial Services  Delivery (Corporate)	Policy & Development (Economic)  Economic Services  Delivery (Economic)	Policy & Development (Transport)  Transport Services & Property  Delivery (Transport)

<b>Policy, project and development areas</b>	Strategy Communications Research/Intelligence Portfolio Management Corporate planning	Business & Skills Place & Environment Economic Implementation Transforming Cities Fund	Transport Policy Transport Development Transport Implementation Transforming Cities Fund
<b>Service areas</b>	Human Resources Finance Portfolio Monitoring Legal & Governance Procurement ICT Internal Audit	Trade & Investment Business Support Employment & Skills Commercial Investment	Mobility Services Facilities and Assets Customer Services
<b>Stakeholders</b>	Partner councils, central government, public	Businesses, colleges, green sector, BEIS/MHCLG/DIT	Passengers, transport operators, TFN, DFT
<b>Lead directors and point of contacts</b>	Director of Corporate Services (lead)  Other: Director of Strategy, Communications & Policing	Director of Economic Services (lead)  Other: Director of Policy and Development	Director of Transport Services (lead)  Other: Director of Policy and Development

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## Part 4 – Procedure Rules

### Section 4.6 – Scrutiny Standing Orders

#### Membership

- 1.1. Members of an overview and scrutiny committee are appointed in accordance with Article 8 (Overview and Scrutiny) in Part 2 of the Constitution.
- 1.2. Members of any overview and scrutiny committee comprise a pool from which they may be drawn from time to time to act as a Substitute for any member of a different overview and scrutiny committee.
- 1.3. A Substitute may only act in the absence of a member where the member will be absent for the whole of the meeting.
- 1.4. A Substitute may not exercise any special powers or duties exercisable by the member for whom they are substituting<sup>1</sup>.

#### 2. Voting

- 2.1. Each member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from a Constituent Council has one vote.
- 2.2. Any member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from the Non-constituent Council is non-voting unless the Combined Authority has resolved to give such a member voting rights.
- 2.3. All questions coming or arising before an overview and scrutiny committee or an overview and scrutiny sub-committee shall be decided by a simple majority of the members present and voting on the question.
- 2.4. No member of an overview and scrutiny committee or sub-committee has a casting vote.
- 2.5. If a vote is tied on any matter, it is deemed not to be carried.

#### 3. Chair

- 3.1. The Combined Authority will appoint the Chair of any overview and scrutiny committee, see further Article 8 (Overview and Scrutiny) in Part 2 of the Constitution<sup>2</sup>.
- 3.2. The Chair of any overview and scrutiny sub-committee will be appointed by the appointing overview and scrutiny committee.

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<sup>1</sup> Special powers or duties include any chairing responsibilities. A substitute may exercise any voting rights exercisable by the member for whom they substitute.

<sup>2</sup> The Combined Authority may appoint the Deputy Chair of an overview and scrutiny committee, but if no such appointment is made, the committee may appoint a Deputy Chair.

#### **4. Conflicts of Interest**

- 4.1. No member of an overview and scrutiny committee nor of a sub-committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a member of the committee or sub-committee which made the decision.
- 4.2. Such a member may only attend the overview and scrutiny committee or sub-committee to:
  - make representations,
  - answer questions, or
  - give evidence about the decision.

#### **5. Quorum**

- 5.1. At least two-thirds of the total number of members of any overview and scrutiny committee or sub-committee must be present at a meeting before business may be transacted.

#### **6. Working Groups**

- 6.1. An overview and scrutiny committee or sub-committee may appoint a working group to contribute to and inform the scrutiny process, including by making recommendations.

#### **7. Work Programme and Referral of Matters to an Overview and Scrutiny Committee or Sub-Committee**

- 7.1. Each overview and scrutiny committee or sub-committee will set its own work programme.
- 7.2. The Combined Authority, any of its committees or the Mayor may ask an overview and scrutiny committee to review any matter or assist in developing budget and policy proposals, provided that the request is made in writing to the Scrutiny Officer, who will ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.
- 7.3. The following matters may be referred to an overview and scrutiny committee:
  - a) A member of an overview and scrutiny committee may refer to the committee any matter which is relevant to the functions of the committee,
  - b) A member of an overview and scrutiny sub-committee may refer to a sub-committee any matter which is relevant to the functions of the sub-committee,
  - c) A Combined Authority Member may refer to an overview and scrutiny committee any matter which is relevant to the function of the committee and is not an excluded matter; and



- d) any member of a Constituent Council or the Non-Constituent Council may refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter.

- 7.4. Where a matter is referred to an overview and scrutiny committee by any member under Standing Order 7.3 (c) or (d) above, in considering whether to review or scrutinise a matter referred to the committee, the committee must have regard to any representations made by the member referring the matter as to why it would be appropriate for the committee to review or scrutinise the matter. If the committee decides not to review or scrutinise the matter, it must notify the member of its decision and the reasons for it.
- 7.5. An overview and scrutiny committee must provide a member with any copy of any report or recommendations which it makes in connection with any matter referred to it by the member under Standing Order 7.3 (c) or (d) above.
- 7.6. The LEP may seek input from an overview and scrutiny committee on any issue relating to policy and strategy development or otherwise. Any such request must be put forward to the Scrutiny Officer in the first instance, who will ensure that the matter is included in the agenda for, and discussed at, a meeting of an overview and scrutiny committee or sub-committee.

## **8. Scrutiny of the LEP**

- 8.1. The LEP and the Combined Authority (as the accountable body for the LEP) have agreed that the Combined Authority's scrutiny arrangements extend to the LEP, in accordance with these Standing Orders.
- 8.2. The LEP has agreed to share information with any overview and scrutiny committee or sub-committee, so that the committee or sub-committee can provide robust scrutiny and advice.
- 8.3. The contribution of the LEP to any meeting of an overview and scrutiny committee or sub-committee will be recorded with the outcome in the minutes of the meeting.

## **9. Meetings**

- 9.1. There shall be at least four ordinary meetings of any overview and scrutiny committee in each year.
- 9.2. An extraordinary meeting of an overview and scrutiny committee may be called by:
- the Chair of the committee, or
  - any five members of the committee from at least two different Constituent Councils.

## 10. Attendees

- 10.1. An overview and scrutiny committee or sub-committee may require the Mayor or any other Combined Authority Member or an officer<sup>3</sup> of the Combined Authority to attend before it to answer questions<sup>4</sup> or to provide information about any matter within its terms of reference.
- 10.2. Where a committee or sub-committee requires the Mayor or any other Combined Authority Member or officer to attend, the Scrutiny Officer shall inform that person in writing giving at least 5 clear working days' notice of the meeting. The notice will state:
  - the date of the meeting they are required to attend,
  - the nature of the item, and
  - whether they must produce any papers for the committee.
- 10.3. The Mayor, any other Combined Authority Member, or officer must comply with any notice they are given.
- 10.4. Where, in exceptional circumstances, the person is unable to attend on the required date, the overview and scrutiny committee shall consult with the person to arrange an alternative date.
- 10.5. An overview and scrutiny committee or sub-committee may invite other people<sup>5</sup> to attend any meeting to:
  - address it,
  - provide information,
  - discuss issues of local concern, and/or
  - answer questions.
- 10.6. Each member of an overview and scrutiny committee or sub-committee will be given the opportunity to ask attendees questions, contribute and speak.
- 10.7. Attendees assisting the committee must be treated with respect and courtesy.

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<sup>3</sup> The expectation is that this would be the Combined Authority's Managing Director or other senior officer who has exercised delegated authority in respect of an issue, or their nominee.

<sup>4</sup> A person is not obliged to answer any question which the person would be entitled to refuse to answer in or for the purposes of proceedings in a court in England and Wales.

<sup>5</sup> Including any Co-optee; members and officers from Constituent Councils, the Non-Constituent Council or other councils within the Leeds City Region; any member of the LEP Board; members of the public; any other stakeholders, advisors or assessors. The committee may pay any advisers, assessors and witnesses a reasonable fee and expenses.

## **11. Reports and Recommendations**

- 11.1. An overview and scrutiny committee or sub-committee may make reports or recommendations to the Combined Authority<sup>6</sup> or the Mayor.
- 11.2. If an overview and scrutiny committee or sub-committee cannot agree a final report, a minority report may be prepared and submitted as an appendix to the majority report.
- 11.3. An overview and scrutiny committee or sub-committee may publish any report or recommendations, subject to Standing Order 13.
- 11.4. Where in the opinion of an overview and scrutiny committee, any report or recommendation relates significantly to any LEP activity or to LEP governance, the report or recommendation shall also be submitted to the LEP Board for consideration in a timely manner. Any response of the LEP Board shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation<sup>7</sup>.
- 11.5. Where in the opinion of an overview and scrutiny committee, any report or recommendation is of particular significance to any Constituent Council or the Non-Constituent Council over and above any other Council, the report or recommendation shall also be submitted to that Council for consideration. Any response of that Council shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation.

## **12. Notice**

- 12.1. An overview and scrutiny committee or sub-committee may by notice require the Combined Authority or the Mayor within 2 months of receiving any report or recommendations or (if later) the notice, to:
  - consider the report or recommendations,
  - respond to the overview and scrutiny committee or sub-committee indicating what (if any) action the Combined Authority or the Mayor proposes to take,
  - publish the response, if the overview or scrutiny committee or sub-committee has published the report or recommendations, subject to Standing Order 13 below.

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<sup>6</sup> All references to the Combined Authority in Standing Order 11 should be taken as including a reference to any relevant committee with authority to consider and respond to reports and recommendations on behalf of the Combined Authority. The Scrutiny Officer shall in consultation with the Chair of an overview and scrutiny committee determine whether a report or recommendation shall be considered by such a committee or by the Combined Authority.

<sup>7</sup> Where a notice has been served on the Combined Authority in accordance with Standing Order 12, any response of the LEP Board shall also be reported to the Combined Authority.

12.2. The Combined Authority or the Mayor must respond to a report or recommendations made by an overview and scrutiny committee or a sub-committee, within 2 months beginning with the date on which the Combined Authority or Mayor received the notice, and subject to Standing Order 13 below.

### **13. Publishing a Document: Confidential and Exempt Information**

13.1. Standing Order 13.2 applies to the publication of any document comprising a report or recommendations of an overview and scrutiny committee or sub-committee, or a response of the Combined Authority or the Mayor to any such report or recommendations.

13.2. In publishing the document the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor must exclude any confidential information<sup>8</sup> and may exclude any relevant exempt information<sup>9</sup>, see further the Access to Information Rules in Part 4 of the Constitution.

13.3. When providing a copy of a document, the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor may exclude any confidential information or relevant exempt information.

13.4. Where information is excluded, the overview and scrutiny committee, sub-committee, the Combined Authority or Mayor:

- may replace so much of the document as discloses the information with a summary which does not disclose that information, and
- must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

### **14. Call-In of Decisions**

14.1. The following decisions may be called-in for scrutiny:

- any decision of the Combined Authority<sup>10</sup> or of any decision-making committee of the Combined Authority<sup>11</sup>, and
- any Key Decision taken by the Mayor, other Combined Authority Member or an officer.

with the exception of any decision which the decision-maker has resolved is urgent<sup>12</sup>.

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<sup>8</sup> This has the meaning given by section 100A (3) of the Local Government Act 1972.

<sup>9</sup> This means exempt information of a description specified in a resolution of the overview and scrutiny committee or sub-committee or the Combined Authority which applied to the proceedings, or part of the proceedings at any meeting at which the report was or recommendations were considered.

<sup>10</sup> Including in relation to the Combined Authority's role as the accountable body for the LEP.

<sup>11</sup> With the exception of the Governance and Audit Committee.

<sup>12</sup> A decision will be urgent if any delay likely to be caused by the call-in process would prejudice the

- 14.2. **Five members of the overview and scrutiny committee** to include **at least one member from two different Constituent Councils** may call-in a decision eligible for call-in by notifying the Scrutiny Officer by 4pm on the **fifth working day** following publication under Standing Order 14.2 or 14.3.
- 14.3. The Head of Legal and Governance Services shall publish details<sup>13</sup> of **the Combined Authority** and any **committee decisions** eligible for call-in within **2 clear working days** of a meeting.
- 14.4. Any **Key Decision taken by the Mayor or an officer** will be published as a written record within **2 clear working days** of the decision being made, see further Article 13 (Decision Making) in Part 2, and the Access to Information Rules in Part 4 of the Constitution.

## **15. Implementing and Scrutinising Decisions which are Eligible for Call-In**

- 15.1. An urgent decision may be implemented immediately<sup>14</sup>.
- 15.2. Any other decision of the Combined Authority or a committee, or Key Decision taken by the Mayor, any other Combined Authority Member or an officer may be implemented after **midday** of the **sixth clear working day** after the publication of the decision, unless it is called-in.
- 15.3. On receipt of a call-in request, the Scrutiny Officer shall:
- notify the decision-maker<sup>15</sup> of the call-in,
  - consult with the Chair of overview and scrutiny committee about whether to issue a direction under Standing Order 15.4 below, and
  - call a meeting of the overview and scrutiny committee, to scrutinise the decision.
- 15.4. Where a decision is called-in, the Scrutiny Officer, in consultation with the Chair of the relevant overview and scrutiny committee, may direct that the decision is not to be implemented while it is under review or scrutiny by an overview and scrutiny committee, for a period not exceeding 14 days from the date on which the direction is issued.
- 15.5. An overview and scrutiny committee must scrutinise the decision within 14 days of the Scrutiny Officer receiving the request for call-in, or before the expiry of any direction, if earlier.

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Combined Authority's, any Constituent Council's or the public's interests. Nor will any decision relating to approving or amending governance arrangements be open to call-in.

<sup>13</sup> To members of the relevant overview and scrutiny committee.

<sup>14</sup> The Scrutiny Officer must report such decisions to the next available meeting of the relevant overview and scrutiny committee, together with the reasons for urgency.

<sup>15</sup> That is, (for Non-Mayoral Functions) each Combined Authority Member, or the members of the relevant committee or the relevant officer, or (for Mayoral General Functions) the Mayor or other Combined Authority Member or officer.

- 15.6. Where an overview and scrutiny committee has scrutinised a decision, it may recommend that the decision is re-considered by the decision-maker<sup>16</sup>. Any decision which is recommended for re-consideration may not be implemented while any direction under this Standing Order is of effect, except in accordance with Standing Order 15.7 below.
- 15.7. The Scrutiny Officer will notify the decision-maker<sup>17</sup> of the outcome of the scrutiny by the overview and scrutiny committee, within **2 clear working days** of the meeting. Where the decision has not been recommended for re-consideration, it may be implemented on receipt of this notification.
- 15.8. The decision-maker must reconsider any decision not later than 10 days after the date on which the recommendations of an overview and scrutiny committee are received.
- 15.9. The Chair of the overview and scrutiny committee or their nominee may attend any meeting which is re-considering the decision, to present the report or recommendations<sup>18</sup>
- 15.10. The decision-maker may confirm, amend or rescind the decision. Their response should be published in accordance with Standing Order 13.
- 15.11. A decision which has been confirmed or amended by the decision-maker may be implemented immediately.

## **16. Guidance of the Secretary of State**

- 16.1. An overview and scrutiny committee or sub-committee must have regard to any guidance issued by the Secretary of State<sup>19</sup>.

## **17. Statutory Scrutiny Officer**

- 17.1. Any references in these Standing Orders to the Scrutiny Officer are to the officer designated as such by the Combined Authority, see further Article 12 (Officers) at Part 2 of this Constitution.
- 17.2. The Combined Authority shall not designate an officer of any Constituent Council as Scrutiny Officer for the Combined Authority.

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<sup>16</sup> The Scrutiny Officer shall in consultation with the Chair of the overview and scrutiny committee determine whether a report or recommendation relating to a decision of an officer or a committee in respect of Non-Mayoral Functions is considered by the Committee (where the decision falls within its terms of reference) or the Combined Authority. A report or recommendation relating to a decision of the Combined Authority shall be considered by the Combined Authority. In relation to Mayoral General Functions, the Mayor should be asked to consider any report or recommendation.

<sup>17</sup> Notification of the outcome shall be provided to each Combined Authority Member, or of any relevant committee, or to the relevant officer.

<sup>18</sup> The Chair must notify the Scrutiny Officer that they intend to attend the meeting 3 clear working days before the meeting. The Mayor should invite the Chair or their nominee to present the report or recommendations to them.

<sup>19</sup> Under Local Democracy, Economic Development and Construction Act 2009 Schedule 5A paragraph 2(9).

17.3. The statutory functions of the Scrutiny Officer are:

- to promote the role of any overview and scrutiny committee or sub-committee,
- to provide support and guidance to any overview and scrutiny committee or sub-committee and its members, and
- to provide support and guidance to members of the Combined Authority in relation to the functions of any overview and scrutiny committee or sub-committee.

17.4. The Scrutiny Officer shall also facilitate appropriate scrutiny of LEP decision-making and achievements.

## **18. Additional Rights of Access to Documents**

18.1. Additional rights of access to documents for members of any overview and scrutiny committee or sub-committee are set out in the Access to Information Rules in Part 4 of the Constitution.

## **19. Public Notice of Proposed Key Decisions**

19.1. Provisions relating to the public notice of proposed Key Decisions are set out in the Access to Information Rules in Part 4 of the Constitution.

## **20. Interpretation**

20.1. The Chair of an overview and scrutiny committee meeting or sub-committee meeting shall make any final decision at that meeting about:

- how the Scrutiny Standing Orders should be interpreted with respect to the conduct of the meeting, or
- any question of procedure not provided for by the Scrutiny Standing Orders.

20.2. The Head of Legal and Governance Services shall make any final decision about how to interpret any Scrutiny Standing Order outside of a formal committee or sub-committee meeting.

<b>Document version control</b>	
<b>Municipal Year:</b>	2021-22
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<b>To be of effect from:</b>	24 June 2021





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**Report to:** Transport Scrutiny Committee

**Date:** 23 September 2021

**Subject:** **Transport Functions & Priorities Overview**

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**Director:** Dave Pearson, Director of Transport & Property Services

**Author:** Helen Ellerton, Interim Head of Transport Policy

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## 1. Purpose of this report

- 1.1 To provide the Transport Scrutiny Members with an overview of the Combined Authority's powers, functions and ability to influence connectivity and travel in West Yorkshire.

## 2. Information

### **The Combined Authority's Statutory Transport Responsibilities**

- 2.1 The Combined Authority is the statutory Local Transport Authority for West Yorkshire and is able to exercise powers under the Transport Acts. In addition to its general role in setting and co-ordinating transport policy and investment, the Acts confer on the Combined Authority a range of powers and responsibilities which include:
- Responsibility to create and implement a Local Transport Plan
  - Power to make concessionary travel schemes to reduce the cost of fares for specific categories of people
  - Powers to identify the need for and commission socially necessary bus services
  - Responsibility to set and implement a bus passenger information strategy
  - Powers to make a statutory ticketing scheme
  - Powers to own and operate transport facilities
- 2.2 The current statutory Local Transport Plan is the West Yorkshire Transport Strategy 2040. More detailed plans on bus, active travel, connectivity infrastructure, rail and mass transit have been created and endorsed by the Combined Authority. The Combined Authority is continuing to define its plans

across all the modes including a future mobility strategy and rail strategy that is being developed in the light of current structural changes in rail provision. The documents are available on the link below

[Transport strategy - Combined Authority | Unlocking potential, accelerating growth \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/transport-strategy-combined-authority-unlocking-potential-accelerating-growth)

- 2.3 In addition the Combined Authority has powers under the Bus Services Act to enter into formal partnerships with bus operators and the Mayor has powers under this Act to make a bus franchising scheme.

### **Transport Policy**

- 2.4 In 2017, the Combined Authority adopted the West Yorkshire Transport Strategy 2040, which sets out our policy framework for improving transport. Transport Strategy 2040 represents the statutory requirement placed on the Combined Authority to produce a Local Transport Plan. It was developed with the oversight of Transport Committee.
- 2.5 A modern, integrated transport system is essential for an economy to flourish and communities to thrive. West Yorkshire is a significant and growing economy which has outgrown its transport system. To fulfil its full potential as a major player in the Northern Powerhouse, and to support the decarbonisation of the economy, our region needs a transformation in its transport system, to one that is fit for the 21st Century.
- 2.6 To achieve the regional target of being net zero carbon by 2038, with significant progress by 2030, emissions from the transport sector will need to reduce to virtually zero from a high today of 4.9 MtCO<sub>2</sub> / annum. The task is extremely challenging and will require significant, swift and collaborative action across the sector. The Mayor is committed and fully supportive of the need to reduce emissions, reflected in her pledges to tackle the climate emergency, deliver sustainable homes, implement greener buses, and provide green jobs.
- 2.7 To expand on these commitments the West Yorkshire Climate and Environment Plan is being brought before the Combined Authority in October. It will detail the activity that will be prioritised over the next three years, aligning with the Mayor's term in office, including those actions that the Combined Authority will look to progress within the transport sector.
- 2.8 In March to June 2021 the Combined Authority engaged on the Connectivity Infrastructure Plan, which is an extension of the Transport Strategy, setting out a delivery plan and long-term pipeline to 2040 of transport infrastructure improvements to improve connectivity in our region. The technical work to develop the Connectivity Infrastructure Plan was also overseen by Transport Committee, and with the input of each of the five West Yorkshire partner councils, taking place over a period of two years. In September 2021 a submission was made to the City Region Sustainable Transport Settlement, which was based on starting to deliver the Connectivity Infrastructure Plan.

- 2.9 The plan identifies options for investing in bus, rail, cycling, walking, mass transit, digital demand responsive transport, other innovative solutions, as well as the road network, with the intent to enhance economic performance by connecting all of our important places, and in doing so, help deliver inclusive growth by giving particular attention to the needs for our currently more disadvantaged and peripheral communities. The plan makes the case to Government for longer-term local transport budgets to deliver improvements, including unlocking the government's infrastructure fund linked to the West Yorkshire devolution deal.

### **The Combined Authority's Role In Bus**

- 2.10 The Combined Authority has a co-ordinating role in bus service provision but is not able to operate bus services or establish a company to do so. Bus services are operated by private companies who can determine routes, frequencies and fares.
- 2.11 In exercise of the statutory powers set out in 2.1, the Combined Authority:
- Procures and contracts with bus companies to provide socially necessary bus services which make up around 15% of the network in West Yorkshire. These are largely services which would not operate if bus provision was determined solely on commercial grounds.
  - Procures school transport services in partnership with district Councils
  - Administers the English National Concessionary Fare Scheme which provides free bus travel for seniors and people with qualifying disabilities
  - Operates a concessionary fare scheme which provides cheaper bus travel for under 19s
  - Has established a statutory ticketing scheme which enables the multi operator bus and rail MCard products available by smartcard and an app. The MCard is managed by a joint venture company owned by the Combined Authority, bus and rail operators
  - Has established a Bus Information Strategy and provides Metro branded contact centre, website, journey planner, real time passenger information system and bus stop information jointly funded with bus operators
  - Owns and operates Metro branded bus stations, interchanges, travel centres and bus shelters
- 2.12 The Combined Authority seeks to play a proactive role in bus service provision acting as a customer advocate. In 2017 it established the West Yorkshire Bus Strategy following extensive consultation. This set out a 25 year vision for bus services in the region. The CA has established the West Yorkshire Bus Alliance as a voluntary partnership with bus operators to deliver the strategy.
- 2.13 The pandemic has had a significant economic effect on the bus services requiring public funds to sustain a service whilst passenger numbers were badly affected by lockdown restrictions. Earlier in 2021, Government established a National Bus Strategy which seeks to support bus services and has asked all LTAs to draw up a Bus Service Improvement Plan for submission in autumn 2021.

- 2.14 Since becoming a Mayoral Combined Authority earlier this year, the Combined Authority now has mayoral powers to make a bus franchising scheme. The Mayor has pledged to “*bring buses back into public control, introduce simpler fares, contactless ticketing and greener buses*”. To do so, the Combined Authority would need to prepare and publish an Assessment of the need for a Franchising Scheme (essentially a business plan), subject the Assessment to independent audit and instigate a public consultation. This process will take around two years to arrive at a decision point on franchising with procurement and implementation to follow.
- 2.15 In parallel the recommendation to approve the notice of intent to develop an Enhanced Partnership will deliver benefits to passengers in the short term. The Enhanced Partnership will set clear targets and standards to ensure it furthers the overall bus strategy aims increasing patronage and through that securing the wider goals of inclusivity and carbon reduction. As the assessment for Franchising will be developed alongside the Enhanced Partnership then if the Enhanced Partnership does not achieve its aims, then this would provide evidence to support a decision to progress with a Franchising Scheme. It is expected that the Enhanced Partnership will be included as part of the assessment for a bus franchising scheme.

### **The Combined Authority’s Role In Rail**

- 2.16 Train services are specified and overseen by the Department for Transport. Track, stations and infrastructure are managed by Network Rail. Implementation of the recent Williams-Shapps Plan for Rail will establish a new co-ordinating body called Great British Railways. With respect to Governance, the Williams-Shapps plan states that: “Local railway managers will be scrutinised by local politicians through joint governance arrangements to provide clear accountability locally in areas where such arrangements are appropriate<sup>1</sup>.”
- 2.17 Further detail on the involvement of local leaders in rail and other transport services and the levers available to them will be set out in the levelling up white paper in due course. For now, Government has agreed a partnership agreement with Transport for the North to jointly oversee the commissioning of local rail services, however the final decision rests with the Secretary of State for Transport.
- 2.18 The Combined Authority’s role is to influence future rail policy and investment and to progress the regions’ interest in the development of strategic, pan-Northern schemes such as HS2, Northern Powerhouse Rail and the Government’s rail investment strategies in the awaited Integrated Rail Plan. As a member of Transport for the North, the Combined Authority exercises a level of influence through its Rail North Committee in the following areas:
- Co-ordination of investment of planning activity
  - Co-investing in rail facilities and services

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<sup>1</sup> [Great British Railways \(publishing.service.gov.uk\)](https://publishing.service.gov.uk) (page 41)

- Integrated strategy-making
- Holding the railway to account on behalf of passengers

2.19 Whilst it is recognised that much of this work will be carried out at a pan-northern level, it is vital that work is undertaken that reflects the specific needs of the West Yorkshire region. Whilst it is not a statutory requirement to produce a rail strategy, the Combined Authority recognises the important role that rail plays within West Yorkshire, not just linking up not just the larger towns and cities, but also the numerous settlements.

2.20 To provide support and technical evidence for and context to, the role of rail and the need to influence it at a local and national level a new rail strategy for the West Yorkshire region is being developed that focuses on:

Local Priorities	Representing local priorities for rail considering the challenges and opportunities faced in the region
The Role of Rail	Establishing the role of rail within the wider transport mix for the region across the short, medium and longer terms
Local Issues	Developing proposals that reflect local priorities and the spatial aspects that make the region unique
The Role of the region	Looking beyond the boundaries to consider the role of the region within the wider Northern and national context.

2.21 In addition, the Combined Authority oversees one of the largest programmes of rail related investment activity of any city region. We have invested over £43 million of local funds to secure projects with a value of almost £70 million in the last 10 years. We have programme commitments of over £182 million of locally controlled funds to secure projects with a value more than £220 million.

2.22 By focusing on the issues above and continuing to oversee and drive these levels of investment the Combined Authority can ensure that rail can play a significant role in delivering against the long-term economic, social, and environmental ambitions that are in place for the region.

### **The Combined Authority's Role In Active Travel**

2.23 The Combined Authority has established the Local Cycling and Walking Infrastructure Plans for West Yorkshire and co-ordinates bids to Government for funding cycling and walking schemes most of which are delivered through the district Councils. The Combined Authority has co-ordinated the City Connect programme which includes the Leeds Bradford Cycle Superhighway.

### **The Combined Authority's Role In Roads**

2.24 The respective Councils are the statutory Highway Authorities however the Combined Authority has some powers and roles in this regard.

- There is an Memorandum of Understanding in place between the Combined Authority Districts to manage an identified network of regionally significant roads, the “ Key Route Network”.
- There has been a project funded through the Combined Authority for a joint Urban Traffic Management Centre. To provide a consistent UTMC service across West Yorkshire.
- Funding for roads maintenance is now part of the City Region Sustainable Transport Settlement for which the CA is the accountable body with delivery by the district Highway Authorities.
- With the Office of the Police and Crime Commissioner becoming part of the West Yorkshire Combined Authority all Police and Crime Commissioner functions are now the responsibility of the Mayor, including approach to road safety.

### **The Combined Authority’s Role In Transport Investment**

- 2.25 The Combined Authority acts as the accountable body for the following transport investment funding programmes provided by Government and has established an Assurance Process to ensure schemes have a robust business case and delivery process.
- West Yorkshire plus Transport Fund.
  - Leeds Public Transport Investment Programme.
  - Transforming Cities Fund (Tranche 1 and Tranche 2).
  - Integrated Transport Block, for which the cumulative total of the financial approval and tolerance threshold is over £3,000,000.
  - City Connect.
  - Active travel.
  - Ultra-Low Emission Vehicles (ULEV) Taxi Scheme.
  - Clean Bus Technology Fund.
  - Ultra-Low Emissions Bus Scheme.
- 2.26 This role requires the Combined Authority to bid for an negotiate with Government on future funding and is currently engaged with Government to seek a five year funding package under the City Region Sustainable Transport Settlement.
- 2.27 As part of the Settlement, the Combined Authority is looking to secure funding for a mass transit system. The vision for the mass transit programme was set out in a Mass Transit Vision published in January. Mass transit is a large-scale public transport system. Typically, Mass transit would use one or more of modern high-capacity buses, trams and tram-train vehicles. The Combined Authority is working on a Strategic Outline Business Case to consider which places to connect by mass transit and the potential technologies which are most likely to be appropriate for West Yorkshire.

### **3. Tackling the Climate Emergency Implications**

- 3.1 This report summarises the role of the Combined Authority in influencing the carbon emissions from transport aiming to achieve the regional target of being net zero carbon by 2038, with significant progress by 2030

### **4. Inclusive Growth Implications**

- 4.1 An effective transport network which enables people access employment and training is key to facilitating inclusive growth

### **5. Equality and Diversity Implications**

- 5.1 It is vital that the Combined Authority uses its influence to ensure transport provision and facilities which are accessible and welcoming for all members of the community.

### **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report.

### **7. Legal Implications**

- 7.1 There are no legal implications directly arising from this report.

### **8. Staffing Implications**

- 8.1 There are no staffing implications directly arising from this report.

### **9. External Consultees**

- 9.1 No external consultations have been undertaken.

### **10. Recommendations**

- 10.1 That the Transport Scrutiny Committee notes the overview provided in this report enabling it to shape the future work of the Committee.

### **11. Background Documents**

None.

### **12. Appendices**

None.

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**Report to:** Transport Scrutiny Committee

**Date:** 23 September 2021

**Subject:** **Transport Scrutiny Work Programme 2021/22**

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**Director:** Angela Taylor, Director of Corporate & Commercial Services

**Author:** Khaled Berroum, Statutory Scrutiny Officer

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## 1. Purpose of this report

- 1.1 To discuss and decide the Transport Scrutiny Work Programme for 2021/22 including selecting the topics the Committee will look at this municipal year.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

## 2. Information

### **Transport Scrutiny Work Programme 2021/22**

- 2.1 The Work Programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses. It outlines the work the Transport Scrutiny Committee has resolved to undertake, investigate further and focus on in the current municipal year (June 2021 – June 2022) within the resources, remit and powers available to it.
- 2.2 The committee should consider, amongst others things:
  - The agendas for the remaining meetings: three (each two hours long)
    - 18 November
    - 20 January
    - 10 March
  - Broad areas of questioning for the Mayor’s Question Time session planned for 20 January 2022.
  - The Committee’s remit and terms of reference (attached in Item 5 of this agenda pack)
  - Combined Authority’s main strategic priorities as outlined in the Corporate Plan on a Page (**Appendix 1**).

- The Mayor's 10 Pledges (attached in Item 5 of this agenda pack)
- Information learned in the previous Economic Overview discussion item.
- Each of the Combined Authority's directorates' 'Plan on a Page' (attached as **Appendix 2**) taken from the Corporate Plan.
- The possibility of holding workshop sessions on certain topics
- Information to be included in a standing item Overview/Monitoring Report at each meeting, such as key performance indicators (KPIs) and service delivery updates.
- The visions and strategies related to 'Improving transport' (which can be found on the homepage of the website: <https://www.westyorks-ca.gov.uk/>)

### **Referrals to scrutiny**

- 2.3 Under Scrutiny Standing Order 7, any Scrutiny Member, any Combined Authority Member or any elected Member of a West Yorkshire council (or the City of York Council) may formally refer a matter to the Committee for consideration. The referral must be in writing to the Statutory Scrutiny Officer. The Committee must then consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.4 There are no formal referrals for this committee to consider.

### **Key decisions and call in**

- 2.5 Scrutiny members may call in any decision of the Mayor, Combined Authority, a decision-making committee and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.6 Decision-makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider.
- 2.7 Any five members of a scrutiny Committee – including at least one member from two different constituent councils (West Yorkshire) – may call-in a decision by notifying the Statutory Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication of a decision notice. The relevant scrutiny committee then has 14 days to scrutinise the decision and make recommendations. Further information is set out in Scrutiny Standing Order 14.
- 2.8 The latest key decisions and forward plans of key decisions are published and available for viewing on the [key decisions section of the Combined Authority's website](#).

### **Actions for the Statutory Scrutiny Officer**

2.9 As outlined in Scrutiny Standing Order 17, the statutory scrutiny officer provides support to a scrutiny committee's work programme and all scrutiny members in exercising their scrutiny duties and fulfilling their objectives.

### **3. Tackling the Climate Emergency Implications**

3.1 There are no climate emergency implications directly arising from this report.

### **4. Inclusive Growth Implications**

4.1 There are no inclusive growth implications directly arising from this report.

### **5. Financial Implications**

5.1 There are no financial implications directly arising from this report.

### **6. Legal Implications**

6.1 There are no legal implications directly arising from this report.

### **7. Staffing Implications**

7.1 There are no staffing implications directly arising from this report.

### **8. External Consultees**

8.1 No external consultations have been undertaken.

### **9. Recommendations**

9.1 To discuss and decide the Transport Scrutiny Work Programme for 2021/22 and selecting the topics the Committee will look at this municipal year.

### **10. Background Documents**

None.

### **11. Appendices**

Appendix 1 – Corporate Plan on a Page  
Appendix 2 – Directorates 'Plan on a Page'

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**Vision**  
*Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives*

**Mission**  
 Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity

Aims	<b>Boosting Productivity</b> Helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.	<b>Enabling Inclusive Growth</b> Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.	<b>Delivering 21<sup>st</sup> Century Transport</b> Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.	<b>Tackling the Climate Emergency</b> Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.	<b>Ensuring Effective and Efficient Policing*</b> Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire. <i>* Dependent on Mayoral election and associated transfer</i>	<b>Delivering Efficiently</b> Empowering the region by delivering the devolution deal and driving efficiencies in our operations.
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Objectives (What we want to achieve in 2021-22)	<ol style="list-style-type: none"> <li>1. Implement the Covid Economic Recovery Plan and respond to the challenges/opportunities of Brexit, providing intensive support to businesses.</li> <li>2. Ensure successful commissioning and delivery of Adult Education Budget services.</li> <li>3. Support people to access employment or re-train, through Employment Hub, [re]Boot &amp; Future Goals programmes.</li> <li>4. Implement new investment and placemaker funds with a focus on start-ups &amp; scale-ups post-Covid.</li> <li>5. Broker employment/apprenticeship opportunities to aid recovery through Schools Partnership, Skills for Growth &amp; Levy Transfer Services.</li> <li>6. Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions.</li> <li>2. Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery.</li> <li>3. Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid.</li> <li>4. Enable older and disabled people to access free/discounted travel.</li> <li>5. Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment.</li> <li>6. Deliver projects/programmes to improve inclusivity e.g. superfast broadband connectivity to 40,000+ premises in disadvantaged areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid.</li> <li>2. Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid.</li> <li>3. Answer over 1 million travel enquiries and improve passenger information including on-street real time displays.</li> <li>4. Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail.</li> <li>5. Further develop mass transit proposals for West Yorkshire.</li> <li>6. Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices.</li> <li>7. Enhance the MCard mobile app and adapt Travel Centres to offer new products for a changed market.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure a green recovery from Covid and accelerate plans for a net zero carbon economy by 2038 at the latest.</li> <li>2. Deliver a programme of carbon and waste reduction initiatives at all Combined Authority facilities and across our investment programmes.</li> <li>3. Provide support and advice to businesses to help them to introduce energy efficiency measures.</li> <li>4. Support businesses to implement sustainable travel plans through the Travel Plan Network.</li> <li>5. Enable further low carbon schemes to be supported by the Energy Accelerator.</li> <li>6. Implement the Connectivity Strategy and pipeline, promoting active &amp; decarbonised travel.</li> </ol>	<ol style="list-style-type: none"> <li>1. Oversee progress against the Police and Crime Plan, ensuring proactive monitoring and transparent reporting.</li> <li>2. Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money.</li> <li>3. Work with community safety and criminal justice partners to ensure joined up local priorities.</li> <li>4. Provide strategic financial oversight to ensure appropriate use of the policing budget and to address the financial implications of the Covid pandemic.</li> <li>5. Ensure meaningful and inclusive community engagement on policing and crime issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Embed the new Mayoral Combined Authority model and decision making arrangements to drive better local outcomes.</li> <li>2. Integrate the Office of the Police and Crime Commissioner into the organisation, with a focus on effective service delivery.</li> <li>3. Improve diversity both within our organisation and in terms of the services we provide.</li> <li>4. Influence the shape &amp; size of future regional funding and secure additional powers for the region.</li> <li>5. Embed the new Single Investment Fund.</li> <li>6. Implement an enhanced Assurance Framework, ensuring robust appraisal of projects and programmes funded by the Combined Authority.</li> </ol>
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Enablers (What will help us)	<b>Our people</b> Improve diversity in our workforce. Embed our values to drive culture change. Integrate OPCC colleagues, harnessing their skills and expertise. Embed flexible working practices post-Covid. Refresh corporate learning & development.	<b>Our partnerships</b> Further strengthen partnerships with our Local Authorities and other local stakeholders, to improve ways of working under the devolved model. Embed a consistent regional voice to contribute to national debates.	<b>Our systems</b> Digitising key processes to improve efficiency. Achieve the highest standards of governance and transparency under the MCA model. Integration of OPCC systems and processes. Strengthen appraisal and evaluation across our capital portfolio.	<b>Our resources</b> Making the most efficient use of the Wellington House office space in a post-Covid working environment, for staff and partners. Embed new technology to improve efficiency, reduce carbon and support inclusive growth. Rigorous financial management to meet the implications of the Covid recovery.
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Our Values	<ul style="list-style-type: none"> <li>➤ Working together</li> <li>➤ Working intelligently</li> <li>➤ Championing our Region</li> <li>➤ Positive about change</li> <li>➤ Easy to do business with</li> </ul>
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**Key risks, issues and assumptions**  
 Long term financial implications of the Covid pandemic and associated recovery > Impact of the EU exit on our businesses, our services and our supply chain > Striking a balance between Covid recovery, clean growth & improved productivity > Embedding the MCA model and the new partnership of the MCA and West Yorkshire local authorities

**How we will measure success**  
 Key performance indicators across all priorities, reported quarterly to the Combined Authority and LEP Board  
 Detailed indicators currently in development

Agenda Item 7 Appendix 1



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**Vision**  
Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

<b>Services</b>	<b>Finance</b> Delivering a high-quality financial service, provided professional knowledge, advice and expertise.  Supporting these Corporate Priorities:	<b>Human Resources</b> Enabling and supporting the organisation to manage and get the best out of its human resource and have the right people in the right place at the right time, through robust HR policies, procedures and arrangements. Supporting and guiding staff and managers in the implementation of those.  Supporting these Corporate Priorities:	<b>Procurement</b> Driving value for money, by ensuring quality outcomes that deliver financial and social benefits through procurement activities.  Supporting these Corporate Priorities:
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**Priorities**  
*(What we want to achieve in 2021-22)*

- |   |  |  |
|---|--|--|
| <ol style="list-style-type: none"> <li>1. Continue to deliver a wide range of business as usual financial services, including paying staff/suppliers, collecting debt, bank/treasury management and budget planning/monitoring.</li> <li>2. Ensuring strong internal financial controls, meeting statutory deadlines, delivering audited annual accounts and embedding further financial partnering support to directorates.</li> <li>3. Embed further the Portfolio Management Office into the Finance Team, ensuring we manage and report on performance, risks, issues, outputs, outcomes and benefits (both internally and externally).</li> <li>4. Embed the financial aspects of the OPCC function into the newly formed MCA.</li> <li>5. Implement new Integrated Corporate Systems (ICS), whilst maintaining service delivery.</li> <li>6. Implement and embed the financial aspects of the newly formed MCA, including further work regarding the Single Investment Fund.</li> </ol> | <ol style="list-style-type: none"> <li>1. Continuing to implement the HR strategy and modernise our approach as an organisation to HR management</li> <li>2. Implement updated and revised terms and conditions of employment across the workforce</li> <li>3. Embed the OPCC functions into the organisation post transfer</li> <li>4. Improve the diversity of our organisation</li> <li>5. Improve the provision of learning and development</li> <li>6. Focus on the health and wellbeing of our employees</li> <li>7. Continue the rollout of revised health and safety polices</li> <li>8. Implement a new HR system and the benefits that will bring in digitising process and production of better management information</li> </ol> | <p>The team will deliver the procurement pipeline and provide a central contract management support. Additionally:</p> <ol style="list-style-type: none"> <li>1. Review integration and consistency of procurement and contract management activities across the MCA.</li> <li>2. Implement a new e-procurement and contract management tool.</li> <li>3. Embed Contract Management best practice principles.</li> <li>4. Build upon social value activities.</li> <li>5. Develop approach to Supplier Relationship Management</li> <li>6. Using Spend Analytics, develop key Category Management Strategies that enable responsive procurement activity.</li> <li>7. Embed Risk Management throughout processes.</li> </ol> |
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**Corporate Priorities**

**Resources**  
*(What we need)*

<p><b>Our budget</b></p> <p>Gross Expenditure 7.57m                  Capital Recharges 0.88m                  Grant Income n/a                  Net Expenditure 6.69m</p>	<p><b>Our tools and support</b></p> <p>Support from other directorates on the ICS project to implement a new HR/Finance/ payroll system</p> <p>Support from managers and staff in responding and adapting to a continually changing environment</p> <p>Support from internal comms to ensure the changes are communicated to the organisation and to deliver budget engagement.</p>	<p><b>Our key interfaces</b></p> <p>In order to ensure sufficient resource we need early articulation of the pipeline of work needed by the organisation, with greater involvement in project development and funding bids to drive better outcomes and vfm.</p> <p>Key support services within our directorate                  Regional and national networks</p>
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**Key risks, issues and assumptions**

The organisation will continue going through a period of change during 2021/22 and corporate services will lead that change

Increasing workload as the organisation takes on additional functions and powers but without funding for additional resource.

Lack of clarity on pipeline of work in other directorates requiring support

Insufficient resource due to growing BAU work as a result of new functions associated with the MCA model.

**Values**

Working Together    Positive About Change    Easy to Do Business With    Working Intelligently    Championing our Region

**How we will improve our service**

Further improve our client focussed approach through the creation and commitment to customer charters and enhanced commercial advice. The introduction of new integrated corporate systems will support more efficient ways of working and provide improved management information to drive performance.



**Vision**  
 Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

<b>Services</b>	<b>ICT Services</b> Delivering a modern, secure and highly reliable technology service  Supporting these Corporate Priorities:	<b>Legal and Governance</b> Providing strategic and operational expert support and advice within a framework of good governance, transparency and compliance.  Supporting these Corporate Priorities:	<b>Internal Audit</b> Providing assurance and advice on the effectiveness of internal controls, governance and risk management.  Supporting these Corporate Priorities:
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| <b>Priorities</b><br><i>(What we want to achieve in 2021-22)</i> | <ol style="list-style-type: none"> <li>1. Deliver a high quality customer centric technology service responding to over 500 requests per month</li> <li>2. Manage a modern, secure and reliable IT infrastructure for remote and on-premise work</li> <li>3. Cyber security and risk management for ICT services will be significantly improved</li> <li>4. Introduce updated corporate software life-cycle management system, strengthening end-user/supplier partnerships.</li> <li>5. Support and technical management of the Yorkshire wide real time information system</li> <li>6. Procure, implement new real time system</li> <li>7. Provide technical services for all websites</li> <li>8. Lead Integrated Corporate Systems implementation to deliver updated HR/finance systems</li> <li>9. Support MCA Ready projects, incl. OPCC transfer, additional mayoral websites.</li> <li>10. Further digital transformation via MCA Digital programme.</li> </ol> | <ol style="list-style-type: none"> <li>1. Work with colleagues to transition the Authority to an MCA, developing and implementing new decision making and governance arrangements including supporting the Police and Crime Commissioner functions of the Mayor</li> <li>2. Prioritise legal support to the Brownfield Housing and Getting Building Fund projects whilst maintaining significant involvement in other key projects including TCF, new rail stations, AEB and the Real Time information project.</li> <li>3. Provide significant Information Governance support to the OPCC transfer and MCA Digital</li> <li>4. Roll out guidance and training across all parts of the Authority driving up high standards of governance and regulatory compliance</li> <li>5. We will continue to develop our business offer to the Combined Authority improving interfaces with our customers.</li> </ol> | <ol style="list-style-type: none"> <li>1. Develop and deliver, with the co-operation of the business, an annual assurance programme that is risk based and that will ensure a sufficient breadth and scope to be able to provide an opinion on the effectiveness of controls, governance and risk management for the plan year.</li> <li>2. Continue to provide advice and guidance in a number of ways (including contributions to steering committees, working groups or ad hoc advice) to help the business to build in effective controls and governance through the work that is already ongoing or that is in development.</li> <li>3. The Team will also provide grant certification where this is a requirement.</li> <li>4. Audit will provide a dedicated resource in the development and implementation of the Adult Education Budget.</li> </ol> |
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**Corporate Priorities**

<b>Resources</b> <i>(What we need)</i>	<b>Our budget</b> As per figures provided on page 1 above.	<b>Our tools and support</b> Support from other directorate colleagues working on implementation of a new HR/Finance/ payroll system Support from managers and staff in responding and adapting to a continually changing environment Support is required to ensure the changes are adequately communicated to the organisation	<b>Our key interfaces</b> In order to ensure sufficient resource we need early articulation of the pipeline of work needed by the organisation. Key support services within our directorate Regional and national networks
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**Key risks, issues and assumptions**

Key legal specialisms cannot be recruited to due to a very competitive market causing capacity issues impacting upon support

The authority is undergoing significant change during a rapid timeframe which increases risk

**Values**

Working Together    Positive About Change    Easy to Do Business With    Working Intelligently    Championing our Region

**How we will improve our service**

Further improve our client focussed approach through the creation and commitment to customer charters. The introduction of new integrated corporate systems will support more efficient ways of working and provide improved management information to drive performance.





## Vision

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.

## Services

**Portfolio Management and Appraisal (PMA)**  
 To maximise the benefits of investment in the MCA's strategic priorities through effective assurance processes and objective appraisal

**Supporting these Corporate Priorities:**

**Economic Implementation Team**  
 Support economic development and recovery by working with partners to deliver economic regeneration and related capital infrastructure projects to maximise successful outcomes for all our communities.

**Supporting these Corporate Priorities:**

## Priorities (What we want to achieve in 2021-22)

• Meeting portfolio spend targets and delivering successful outcomes for communities. • Embed Inclusive & Clean Growth targets and measures into the design of new projects to contribute to our climate emergency priorities & Public Sector Equality Duty. • Celebrate the success of the economic Growth Deal & 5 years of WYTF across the year • Integrate revised Assurance Framework into our delivery and adapt to the new ways of working as part of the Mayoral Combined Authority. • Encourage more people to take advantage of the volunteering policy

1. Embed new assurance processes to support the MCA's Assurance Framework
2. Support the MCA's Covid-19 response, expediting assurance process to support early delivery.
3. Integrate the assessment of carbon and wider climate change impacts into programme and project appraisal.
4. Strengthen our approach to assessing value for money in transport and economic infrastructure investment propositions.
5. Manage the assurance process and the appraisal of investment propositions, including embedding new investment programmes into the assurance process.
6. Support the development of 'PIMS' as an effective tool for monitoring and reporting programme and project development and delivery.
7. Improve the quality and consistency of programme and project appraisal to support effective decision making, including Appraisal Specification Reports
8. Lead the annual review of the Assurance Framework.
9. Work with Research & Intelligence to develop and embed impact evaluation of funding programmes, operational programmes and projects.

1. Conclude closedown of the Growth Deal programme, including smooth transition of benefits realisation by June 2021, to enable achievement of contractual commitments by March 2025.
2. Complete delivery of superfast broadband connectivity to over 41,619 premises through Contract 2. Extend coverage via wireless technology to 3,041 premises through Contract 3.
3. Directly deliver infrastructure to 2 further Enterprise Zones remediating over 13.11 hectares, and supporting the delivery of 187,500sq ft of commercial floorspace.
4. Enable housing developments on brownfield land utilising a mix of delivery methods.
5. Complete Getting Building Fund programme of activity to accelerate 15 'shovel-ready' projects in response to the COVID-19 pandemic.
6. Complete Energy Accelerator Programme and closedown with EIB by August 2021
7. Prepare to deliver new investment through the proposed Shared Prosperity Fund, named Devolution programmes (e.g. flood resilience), and Single Investment Fund
8. Commence the delivery with partners of the British Library North project through the Heritage funding secured through Devolution.

## Resources (What we need)

**Our staff and budget**  
 Gross Expenditure 6.86m  
 Capital Recharges 6.85m  
 Grant Income n/a  
 Net Expenditure 0.0094m

**Our tools and support**  
 Specialist consultancy support & frameworks (technical, commercial & legal, environmental, inclusivity) will be required as we embed our approach to delivery of e.g. Brownfield Housing Fund to ensure that we can call-off requirements at pace. Development fund within the SIF for early feasibility work in conjunction with Policy

**Our key interfaces**  
 Corporate Services support - particularly Finance, Legal & Procurement - across all programmes, & HR for recruitment/retention, learning and development, wellbeing Comms and Engagement support  
 Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group  
 Policy for pipeline development. Partner Local Authorities;

## Values

- Working Together
- Positive About Change
- Easy to Do Business With
- Working Intelligently
- Championing our Region

## How we will improve our service

Champion the **focus on place**, adding even more value to the communities we serve. **Investment in technical skills and learning** to support new delivery environments and corporate priorities including e.g., NEC project management training for direct delivery projects.  
 Continuing work with HR on **Health & Wellbeing, Recruitment & Retention; Learning & Development, Management of Change**  
 Continue to demonstrate Value for money in the management and delivery of projects and programmes by keeping costs within agreed parameters.

**Key risks, issues and assumptions**

- Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts
- Continuing Covid / Brexit uncertainty impacting private sector investment decisions
- Partner resourcing issues and delayed procurement strategies for design and construction could delay delivery
- Under capacity within corporate services support teams, e.g. Legal, Finance, Procurement
- Assumption that SIF will generate economic capital infrastructure projects for delivery beyond March 22

## Vision


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.

## Services

**Transport Implementation Team.**

Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region

**Supporting these Corporate Priorities:**



**Transforming Cities Fund (TCF) Team.**

Working with partners to deliver transformational change to our transport infrastructure and improve sustainable transport connectivity

**Supporting these Corporate Priorities:**



## Priorities (What we want to achieve in 2021-22)

• Meeting portfolio spend targets and delivering successful outcomes for communities. • Embed Inclusive & Clean Growth targets and measures into the design of new projects to contribute to our climate emergency priorities & Public Sector Equality Duty. • Celebrate the success of the economic Growth Deal across the year • Integrate revised Assurance Framework into our delivery and adapt to the new ways of working as part of the Mayoral Combined Authority. • Encourage more people to take advantage of the volunteering policy

1. Continued delivery of the West Yorkshire Plus Transport Fund portfolio, Local Transport Plan schemes and active travel/clean growth initiatives.
2. Complete delivery of the Leeds Public Transport Investment Programme and Getting Building Fund programmes by March 2022.
3. Complete Wellington House Accommodation project
4. Supporting our partners in business case development and project delivery, through an embedded business partnering approach
5. Support partners with delivery resources and recruitment - capacity and capability to deliver.
6. Explore further opportunities to engage and work with the private sector on delivery.
7. Work closely with colleagues in Transport Policy and Transport Services to understand and shape priorities and emerging scheme pipeline.
8. Ensure existing schemes led by Transport Implementation tie in with requirements of Transport Services.

1. Continue to manage development and delivery of the TCF programme, including cost, timescales and quality of projects to meet March 2023 completion of the DfT funded programme.
2. Continue development of TCF higher scenario gainshare programme to add value to DfT funded TCF programme.
3. Continue to develop and deliver communications and consultation strategies to reduce delay in engaging on projects and the overall programme.
4. Finalise and start to deliver carbon mitigation programme under TCF.
5. Continue to develop and manage relationship and progress & performance reporting with DfT.
6. Ensure we have positive relationships with partners to support delivery of the programme.
7. Develop design and delivery procurement strategies in order to secure consultants and contractors where necessary to deliver the programme.
8. Explore opportunities to accelerate delivery.

## Resources (What we need)

**Our staff and budget\***

As per figures provided on page 1 above.

**Our tools and support**

Specialist consultancy support & frameworks (technical, commercial & legal, environmental, inclusivity) will be required as we embed our approach to delivery of e.g. Brownfield Housing Fund to ensure that we can call-off requirements at pace. Development fund within the SIF for early feasibility work in conjunction with Policy

**Our key interfaces**

Corporate Services support - particularly Finance, Legal & Procurement - across all programmes, & HR for recruitment/retention, learning and development, wellbeing Comms and Engagement support  
Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group  
Policy for pipeline development. Partner Local Authorities;

## Values

Working Together    Positive About Change    Easy to Do Business With    Working Intelligently    Championing our Region

## How we will improve our service

Champion the **focus on place**, adding even more value to the communities we serve.  
**Investment in technical skills and learning** to support new delivery environments and corporate priorities including e.g., NEC project management training for direct delivery projects.  
 Continuing work with HR on **Health & Wellbeing, Recruitment & Retention; Learning & Development, Management of Change**  
 Continue to demonstrate value for money in the management and delivery of projects and programmes by keeping costs within agreed parameters.



- Key risks, issues and assumptions**
- Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts
  - Continuing Covid / Brexit uncertainty impacting private sector investment decisions
  - Partner resourcing issues and delayed procurement strategies for design and construction could delay delivery
  - Under capacity within corporate services support teams, e.g. Legal, Finance, Procurement
  - Assumption that SIF will generate economic capital infrastructure projects for delivery beyond March 22



# ECONOMIC SERVICES DIRECTORATE PLAN ON A PAGE (DRAFT)



**Vision**  
A vibrant and inclusive economy which attracts and enables responsible and clean business investment and helps people from all backgrounds to develop their skills, access opportunities and progress in employment.

<p><b>Services</b></p>	<p><b>Business Support</b> <i>Support businesses to identify, secure and fund solutions to clean growth, inclusive growth, productivity and resilience.</i></p> <p><b>Supporting these Corporate Priorities:</b> </p>	<p><b>Employment and Skills</b> <i>Develop Skilled People, working with businesses and education partners to create better jobs and opportunities.</i></p> <p><b>Supporting these Corporate Priorities:</b> </p>	<p><b>Trade and Investment.</b> <i>Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.</i></p> <p><b>Supporting these Corporate Priorities:</b> </p>
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**Priorities**  
*(What we want to achieve in 2021-22)*

- |  |   |   |
|--|---|---|
| <ol style="list-style-type: none"> <li>Continue to support firms to recover and build resilience in response to COVID-19 through access to finance and good quality advisory support (public and private)</li> <li>Work with export support partners to give new and current exporters access to advice and guidance on overseas trade, particularly in response to the impacts of Brexit.</li> <li>Further improve the Growth Service customer experience through enhanced use of ICT and more proactive outreach</li> <li>Deliver a more impactful and forward-looking Clean Growth workstream encompassing energy efficiency, circular economy and sustainable / active travel.</li> <li>Continue to build the innovation support ecosystem in the City Region, including through Connecting Innovation.</li> <li>Subject to funding, design and commission a high quality 'mass market' business start-up support programme to complement MIT REAP &amp; AD:Venture..</li> </ol> | <ol style="list-style-type: none"> <li>In line with Future Ready Skills Commission recommendations/blueprint, and in response to national skills/employment policy changes, promote a system to deliver better outcomes at a local level, maximising opportunities to influence national policy.</li> <li>Complete implementation activity and contracting for AEB devolution programme and establish resources to enable effective monitoring/reporting of delivery.</li> <li>Support people to access employment opportunities and to re-train, particularly those in sectors undergoing structural change/affected by COVID-19.</li> <li>Provide support for SMEs and levy-payers to create more apprenticeship opportunities, particularly to address an anticipated decline in demand for apprentices following the COVID-19 crisis.</li> <li>Improve the attainment, ambition and destinations of our most disadvantaged young people by working closely with schools and colleges – including supporting them to recover from the COVID-19 crisis.</li> <li>Provide opportunities to support city region businesses to engage with the education system.</li> <li>Work with Policy &amp; Strategy to identify opportunities in response to COVID recovery to develop deliver new products fit for the new economic environment.</li> </ol> | <ol style="list-style-type: none"> <li>Maintain an effective Key Account Management service to act as a vital conduit with the region's largest employers with a particular focus on COVID-19 economic response and recovery.</li> <li>Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 20 successful projects to the Leeds City Region and creating and safeguarding 1,500 jobs.</li> <li>Encourage and support more businesses to sell their products in international markets, with a particular focus on communicating new trade agreements post Brexit and into China and India, assisting 175 businesses with overseas trade initiatives.</li> <li>Raise the international profile of the Leeds City Region economic opportunities via strategic economic development and industry forums.</li> <li>Contribute to the ongoing growth of the Creative &amp; Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Catalyst Programme</li> </ol> |
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**Corporate Priorities**

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**Resources**  
*(What we need)*

<p><b>Our Budget</b></p> <p>Gross Expenditure 56.16m Capital Recharges 0.048m Grant Income 54.83m Net Expenditure 1.28m</p>	<p><b>Our tools and support</b></p> <p>Client Relationship Management System (CRM) SME Newsletter and other proactive Marketing/Comms activity External funding from ERDF, BEIS Growth Hub Funding, Getting Building Fund &amp; Share North New AEB IT system Key systems e.g Evolutive; Dynamics; Fame; EG Radius; Proactis; InTend; New Finance system that is compatible with AEB system, Support from Procurement and Legal on commissions/contracts and also from Policy &amp; Strategy, Internal Audit, Information Governance, Finance, Research &amp; Intelligence. Marketing &amp; Comms. Office Facilities. external consultants</p>	<p><b>Our key interfaces</b></p> <p>Business owners &amp; managers, multinational businesses Providers of business advice and support (public &amp; private). Providers of employment and skills/training provision (including schools, colleges, universities and private training providers), business membership &amp; representative organisations, Funders of business support within UK Government. Working with the Policy, Strategy &amp; Comms directorate in securing additional external funding for core programmes and services.</p>
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**Key risks, issues and assumptions**

Uncertainty over external funding for the Growth Service and Investment Readiness  
Securing the required funds to support delivery of ERP priorities e.g. business start-up support

**How we will improve our service**

The development and implementation of a new CRM technology will deliver a more cost-effective, central access point for businesses and individuals to our services.  
By ensuring we maximise funding and investment in our region, to grow job and career opportunities whilst ensuring they are inclusive, accessible and environmentally sustainable for future.

**Values**

<p><b>Working Together</b> Deeper collaborative approach with the private sector (e.g. BIG Panel and the Professionals' Perspective Network) and the public sector (Local Authorities, BEIS and leading Y&amp;H Growth Hub Cluster).</p>	<p><b>Positive About Change</b> Enhance our use of ICT on the Business Support Service Gateway to improve customer experience. Implement any changes to the Business Support Service following the national Growth Hub evaluation and business support reform review</p>	<p><b>Easy to Do Business With</b> Use eClaims software to make grant applications and claims quicker and easier for businesses Ensure that all grant criteria is set out in Plain English</p>	<p><b>Working Intelligently</b> Use geographic data analysis to assess and improve the impact of our services in different districts and communities.</p>	<p><b>Championing our Region</b> Position Leeds City Region as the North's leader in clean growth support for businesses Promote Leeds City Region as an ideal location to grow and scale a business</p>
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Securing funding to deliver existing and new products and services (cliff edge for most Employment & Skills programmes during 2021 (CEC summer 2021) and end of 2021/22 (Employment Hub and [re]boot) which will impact on 60% of the Employment and Skills Team.





**Vision**

We lead thinking, developing compelling policies, strategies and programmes to transform the region as an inclusive, zero carbon economy and supporting the region to recover from Covid-19; securing the investment and powers to put those policies into action; monitoring the performance and impact of the economy and evaluating delivery; and championing the region's interests locally, nationally and internationally.

**Services**

**Transport Policy**  
To develop transformative policies and strategies to create an efficient, sustainable and effective transport system and then works with others to deliver it or secure funding for local delivery.

**Supporting these Corporate Priorities:**

**Economic Policy (Business and Workforce)**  
To develop transformative policies and strategies, for people, businesses and places and secure long-term funding and devolved powers to drive a clean and inclusive regional economy and to support economic recovery.

**Supporting these Corporate Priorities:**

**Economic Policy (Place)**  
To develop transformative policies and strategies, for people, businesses and places and secure long-term funding and devolved powers to drive a clean and inclusive regional economy and to support economic recovery.

**Supporting these Corporate Priorities:**

**Priorities (What we want to achieve in 2021-22)**

1. Revise and finalise the Connectivity Strategy with transport pipeline covering all modes.
2. Develop carbon pathways work into policy choices and interventions for transport.
3. Develop proposals for funding including the Transport Settlement for MCAs.
4. Continue development of our cycling and walking plans.
5. Develop bus reform options to support bus network recovery including agreement of a Recovery Partnership and develop an Enhanced Partnership with bus operators.
6. Finalise the Transit SOBC for mass transit, resource the team and secure funding and prepare for OBC development.
7. Continue to make the case for, and influence the design of, rail service changes, Transpennine Route Upgrade, Northern Powerhouse Rail, HS2, outcomes of the Integrated Rail Plan and reform of the rail industry. Develop the full Rail Strategy.
8. Continue to review policies to support recovery of transport networks post covid.
9. Implement Future Mobility Strategy actions.

1. Continue to implement the Economic Recovery Plan, influencing Government and partners to progress key investments.
2. Finalise and adopt the Productivity & Business Resilience Strategy.
3. Implement the Innovation Framework, setting out our ambitions for innovation across the region.
4. Identify post-EU Exit regional opportunities, including around future Trade & Investment.
5. Implement Employment and Skills Plan and embed outcomes of the Skills Commission.
6. Continue to implement the Digital Framework including through the Digital Board and Local Digital Skills Partnership.
7. Support the role of the Skills Advisory Panels and publish the local skills report.
8. Participate in the Interreg SMARTY programme (cross-European programme supporting SMEs to develop smart working practices) aligning with the Made Smarter Board objectives.
9. Continue to develop pipeline of investible propositions across the Business and Workforce agenda.

1. Finalise and adopt the Place Narrative.
2. Mobilise & build LCR Climate Coalition
3. Develop a Tackling Climate Emergency Action Plan, based on the Emissions Pathways.
4. Develop a new Housing Strategy for adoption in 2022/23.
5. Develop the pipeline of investible propositions for housing and infrastructure, and across the Place agenda.
6. Adopt Culture and Heritage Framework and develop an approach to heritage regeneration.
7. Develop approach to regional strategic planning in the context of national planning reforms
8. Ongoing delivery of urban design programme, focussing on embedding into delivery.
9. Work with partners to maximise the contribution of public assets to the Place agenda.
10. Complete analysis on regional brownfield sites, supporting the removal of barriers to delivery.
11. Continue delivering recommendations from the Flood Review, building a case for further investment with partners.
12. Work with partners to build a case for accelerated delivery of digital infrastructure.

**Corporate Priorities**

**Resources (What we need)**

**Our budget**  
Gross Expenditure 10.75m  
Capital Recharges 0.68m  
Grant Income 3.55m  
Net Expenditure 6.52m

**Our tools and support**  
Suite of analysis tools with greater requirements for transport modelling and commercial input.  
Consultancy support across policy and business case development

**Our key interfaces**  
Transport Services, Economic Services and Delivery to help shape policy and early stages of schemes.  
Corporate Services - particularly Procurement. Legal and Finance - across all programmes, & HR for recruitment/retention, learning and development, wellbeing  
Partner Local Authorities; Government and agencies, regional bodies, third sector, universities.  
Private sector and business intermediaries.  
Colleges, private training providers and community groups

- Key risks, issues and assumptions**
- Content of the Mayoral manifesto.
  - National policy changes and uncertainty. e.g a number of key white papers are expected in 2021.
  - Staffing resources are a key risk, particularly staff currently on short term/temporary contracts due to end in 2021.

**Values**

Working Together    Positive About Change    Easy to Do Business With    Working Intelligently    Championing our Region

**How we will improve our service**

1. Learn from others, for example utilising membership and connections through Urban Transport Group
2. Continue to work closely with partners and ensure roles and responsibilities are clear
3. Better working relationships with government
4. Further embedding equality and diversity into the policy development cycle.
5. Engaging effectively with communities to enable more effective use of resources and smarter targeting.

Partners/stakeholders/contractors resources are a risk/issue as it is challenging to engage when key staff are being redeployed.



**Vision**  
 We lead thinking, developing compelling policies, strategies and programmes to transform the region as an inclusive, zero carbon economy and supporting the region to recover from Covid-19; securing the investment and powers to put those policies into action; monitoring the performance and impact of the economy and evaluating delivery; and championing the region's interests locally, nationally and internationally.

<b>Services</b>	<b>Communications &amp; Marketing</b> To tell the story of the organisation and its positive impact, to enable positive engagement with our communities and partners and to promote our region, nationally and internationally.  Supporting these Corporate Priorities: 	<b>Strategy &amp; Cross-Cutting Policy</b> To develop transformative policies and strategies, for people, businesses and places and secure long-term funding and devolved powers to drive a clean and inclusive regional economy and to support economic recovery.  Supporting these Corporate Priorities: 	<b>Research &amp; Intelligence</b> To provide a best-in-class data and intelligence infrastructure to enable informed and strategic decision making, and efficient monitoring and evaluation.  Supporting these Corporate Priorities: 
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**Priorities**  
 (What we want to achieve in 2021-22)

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|---|--|---|
| <ol style="list-style-type: none"> <li>Continue to improve stakeholder engagement; grow the CA's influence and support strong working relationships with our partners across the region.</li> <li>Deliver a strong reputation management programme, raising the profile of our work, improving our share of voice, and communicating achievement.</li> <li>Provide a high quality, responsive consultation/engagement function to the organisation/partners.</li> <li>Market our region as an attractive place to live, work and do business, aligning our business support products closely to the pandemic recovery</li> <li>Deliver behavioural change communications for a multi modal regional transport strategy. Underpinning that work to support the connectivity strategy, with influential content to support long term sustainability including positive messaging for HS2/NPR and an evolved bus network.</li> <li>Generate data led content and thought leadership opportunities to demonstrate the MCA's credibility and accountability for decision and influence across core agendas above and including place, climate, regeneration, housing and infrastructure.</li> <li>Empower staff to be MCA advocates and ambassadors, ensuring clear guidance with a creative internal communications programme.</li> </ol> | <ol style="list-style-type: none"> <li>Continue to develop and embed the Strategic Economic Framework and Investment Strategy, including embedding prioritisation process.</li> <li>Continue to develop and implement the Single Investment Fund.</li> <li>Adopt Inclusive Growth Framework, and progress delivery of agreed pipeline.</li> <li>Develop regional strategy approach to UK Shared Prosperity Fund.</li> <li>Continue to operate LCR European Structural &amp; Investment Fund (ESIF) programme.</li> <li>Develop and embed directorate approach to equalities impact assessments.</li> <li>Continue to make the case for, and influence the design of future devolution, Government budgets and national policy developments.</li> <li>Shaping policy approach to health, further developing partnership with health sector and optimising the positive impacts of our projects and programmes.</li> <li>Support the corporate programme to become MCA ready.</li> <li>Coordinating and preparing funding bids including Levelling Up Fund and UK Shared Prosperity Fund Pilot.</li> </ol> | <ol style="list-style-type: none"> <li>Ensure that the quality, depth and scope of evidence to develop the Economic/Transport Recovery Plans is maintained, focussing on the resource, capacity and capability needed to monitor and report on West Yorkshire recovery.</li> <li>Further development of the evaluation work plan, with the team assuming full responsibility for stage 7 of the Assurance Framework. Develop the leadership role of the evaluation work programme, cascading lessons learned from the Growth Deal and the Transport Fund.</li> <li>Support the introduction of the Single Investment Fund, ensuring that the team is capable of supporting early stage business case appraisal, assessment and evaluation.</li> <li>Work closely with the Delivery Directorate to fully integrate changes to carbon appraisal into the Assurance Framework in terms of scheme design, selection and appraisal.</li> <li>Lead the annual monitoring, evaluation and impact reporting of progress across the SEF priorities, producing an annual State of the Region Report.</li> <li>Prioritise self-service intelligence channels ensuring the Data Strategy and Location Intelligence Plan priorities are implemented</li> </ol> |
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**Resources**  
 (What we need)

<b>Our budget</b> As per figures provided on page 1 above.	<b>Our tools and support</b> Suite of analysis tools with greater requirements for transport modelling and commercial input.  Consultancy support across policy and business case development	<b>Our key interfaces</b> Transport Services, Economic Services and Delivery to help shape policy and early stages of schemes. Corporate Services - particularly Procurement. Legal and Finance - across all programmes, & HR for recruitment/retention, learning and development, wellbeing Partner Local Authorities; Government and agencies, regional bodies, third sector, universities. Private sector and business intermediaries. Colleges, private training providers and community groups
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**Values**

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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**How we will improve our service**

- Learn from others, for example utilising membership and connections through Urban Transport Group
- Continue to work closely with partners and ensure roles and responsibilities are clear
- Better working relationships with government
- Further embedding equality and diversity into the policy development cycle.
- Engaging effectively with communities to enable more effective use of resources and smarter targeting.



**Corporate Priorities**

 <b>Boosting productivity</b>	 <b>Delivering 21st century transport</b>
 <b>Enabling inclusive growth</b>	 <b>Tackling the climate emergency</b>

**Key risks, issues and assumptions**

Content of the Mayoral manifesto.

National policy changes and uncertainly. e.g a number of key white papers are expected in 2021.

Staffing resources are a key risk, particularly staff currently on short term/temporary contracts due to end in 2021.

Partners/stakeholders/contractors resources are a risk/issue as it is challenging to engage when key staff are being redeployed.





**Vision** To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority's priorities

<b>Services</b>	<b>Customer Services</b> Changing the way people plan and pay for their travel Enabling more people under the age of 25 to use public transport Supporting these Corporate Priorities:	<b>Assets and Facilities</b> Delivering the Combined Authority's Asset Management Strategy Using land and property to deliver the Combined Authority's corporate priorities Supporting these Corporate Priorities:	<b>Mobility Services</b> Changing the way people travel around the region by public transport Enabling people to access employment, education and local services and facilities Supporting these Corporate Priorities:
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**Priorities**  
*(What we want to achieve in 2021-22)*

Our Customer Services Team; <ul style="list-style-type: none"> <li>Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport (prior to Covid)</li> <li>Manage over 1million MCard sales through over 700 outlets, Metro Travel Centres online and on smart phone (prior to Covid)</li> <li>Answer 1.1 million travel information enquiries.</li> </ul> Our priority in 2021/22 will be to facilitate the return of passengers to public transport through new and adapted products and services and to rebuild MCard revenues. To deliver this we will: <ul style="list-style-type: none"> <li>Implement the Fare Deal for Young People</li> <li>Expand the MCard Mobile ticketing app and support a wider roll out of contactless ticketing following the end of the Transport for the North programme</li> <li>Adapt our Travel Centres to offer new products to a changed market.</li> <li>Adapt our information provision in response to changes in travel behaviour and customer expectations.</li> </ul>	Our Assets & Facilities Team; <ul style="list-style-type: none"> <li>Manage 20 bus stations, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non- transport assets.</li> <li>Provide strategic and commercial property advice to the organisation.</li> </ul> Our priority in 2021/22 will be to strengthen our use of property to deliver the Combined Authority's strategic objectives and to rebuild property revenues post Covid. To deliver this we will; <ul style="list-style-type: none"> <li>Strengthen and develop Estate and Property management function to support the MCA place shaping aspirations and maximise the commercial potential of the Combined Authority's portfolio through the delivery of the Asset Development Plan</li> <li>Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives.</li> <li>Enable the delivery of Transforming Cities Fund projects to our operational estate.</li> <li>Enable the Combined Authority to adopt new ways of working following completion of the Wellington House refurbishment project.</li> </ul>	Our Mobility Services Team <ul style="list-style-type: none"> <li>Co-ordinates and provides school journeys for over 20,000 students annually.</li> <li>Provides regular Access bus service for 5,000 registered users with mobility needs.</li> <li>Plan and manage bus customer network disruption due to road works and special events.</li> <li>Invest over £15m annually on supported bus services providing community connectivity.</li> </ul> Our priority in 2021/22 will be to stabilise and support the post-COVID bus network recovery through a formal Recovery Partnership with bus operators, District partners and other key stakeholders. To deliver this we will: <ul style="list-style-type: none"> <li>Manage the impacts of Covid on the bus network and will review the criteria for CA funding support.</li> <li>Work with District partners to improve bus network reliability and bus journey times.</li> <li>Launch a pilot Demand Responsive Bus service in September 2021 with electric buses.</li> <li>Identify bus mitigation solutions for Transpennine route upgrade construction work.</li> </ul>
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**Corporate Priorities**

**Resources**  
*(What we need)*

<b>Our budget</b> Gross Expenditure 108.19m Capital Recharges 0.09m Grant Income 29.17m Net Expenditure 78.93m	<b>Our tools and support</b> <ul style="list-style-type: none"> <li>Joint Venture companies -WY Ticketing Company Ltd / Yorcard Ltd, Lambert Smith Hampton (Estates contract)</li> <li>Key Service delivery providers – Carlisle (security and cleaning), AccessBus, school transport contractors</li> <li>Technology – CoSA GIS database, Chase CRM, bus RTI system, Movit journey planner. MCard systems and app, AccessBus / DRT booking/scheduling</li> </ul>	<b>Our key interfaces</b> Public transport operators Council highways & transport teams DfT and Urban Transport Group Local Resilience Forum Legal Services, Finance and Procurement support Transport Policy and Research & Intelligence Delivery Directorate for capital schemes on assets
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**Key risks, issues and assumptions**

Covid impacts on passenger numbers and revenues- risks to community connectivity and associated financial pressures on the MCA

The Government's bus strategy and ongoing funding announcements are pending. These will shape the MCA's response to Covid recovery and future bus options. With potential for devolved funding and the associated administration that might bring

The MCA budget assumes a continuation of bus funding at the level of previous years but this may need to be reviewed in the light of the emerging recovery position

Long term changes in travel behaviours will require services, ticketing products etc to adapt accordingly

**Values** Working Together Positive About Change Easy to Do Business With Working Intelligently Championing our Region

**How we will improve our service**  
*Adapting the MCard product range, supporting the recovery of bus service provision, rolling out a colour coded bus information system, refurbishing Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate. We will review how our services and our teams adapt to the changing environment including staff development and resource allocation*



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**Report to:** Transport Scrutiny Committee

**Date:** 23 September 2021

**Subject:** **Transport Committee Governance Review**

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**Director:** Dave Pearson, Director of Transport and Property Services

**Author:** Richard Crabtree, Rail Development Manager

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## **1 Purpose of this report**

- 1.1 To inform Transport Scrutiny Committee on the scope, process and timeframes for the Transport Committee Governance Review.
- 1.2 To provide members with the opportunity to comment on the review.

## **2 Information**

### **Background and scope**

#### Scope of the review

- 2.1 The review of Transport Committee was signalled as part of the governance changes implemented for the 2021/22 municipal year, prompted by the transition to a Mayoral Combined Authority. These wider changes were agreed at the Combined Authority annual meeting on 24 June 2021.
- 2.2 At the Combined Authority meeting on 9 March, the Combined Authority considered and approved a proposal to replace existing scrutiny arrangements with three overview and scrutiny committees to cover corporate, economic and transport scrutiny. It was considered important to increase scrutiny and involve more members to broaden engagement.
- 2.3 This Transport Scrutiny Committee is part of the new arrangements. Members will be aware that the committee consists of 16 members and that it must be chaired by a member from a political party different from that of the Mayor.
- 2.4 The scope of the Transport Committee Review set out to the Combined Authority is to:

- review the Terms of Reference of the Transport Committee and Scrutiny Committee to ensure no overlap;
  - review membership and arrangements to ensure distinctive roles of the two committees, and make recommendations as to changes;
  - review the role of District Consultation Sub-Committees; and
  - give options for when these changes could be brought into effect – but not impacting on any appointments made this year.
- 2.5 The review is internal. Existing terms of reference for Transport Committee, Transport Scrutiny Committee and the District Consultation Sub Committees are included at **Appendix 1**.

#### Review process and timeframes

- 2.6 The review is being led by Cllr Susan Hinchcliffe, Chair of the Transport Committee. The lead officer for the review is Dave Pearson, Director of Transport and Property Services.
- 2.7 Engagement with members is ongoing. This includes discussions with the chairs of the new Transport Scrutiny and Corporate Scrutiny committees and portfolio holders.
- 2.8 Discussion on this report is an opportunity for members of the Committee to comment on the Review. The Transport Committee consider the review at its meeting on 17 September 2021. Membership of the District Consultation Sub-Committees will also be provided with an opportunity to comment on the review.
- 2.9 Any further feedback from committee members on the review can be submitted to Dave Pearson by Friday, 1 October 2021, via [dave.pearson@westyorks-ca.gov.uk](mailto:dave.pearson@westyorks-ca.gov.uk) .
- 2.10 Recommendations will subsequently be brought to the Combined Authority meeting on 9 December 2021. This will include the proposed membership structure, terms of reference and role profiles.
- 2.11 The proposed structure will then be subject to review by the Independent Remuneration Panel, to report back early in 2022. This will allow for the new arrangements to be implemented for the 2022/23 municipal year.

#### **Future role of Transport Committee**

##### Governance changes

- 2.12 The transition to a Mayoral Combined Authority has resulted in changes to powers and functions. These are set out in Part 3 of the Constitution of the West Yorkshire Combined Authority; a link is provided in **Background Documents**.



- 2.13 The Combined Authority continues its core functions as local transport authority, travel concession authority and transport authority for West Yorkshire. Transport functions are a major part of the Authority's statutory duties, many of which are not discretionary. This potentially justifies a governance and set of processes that may look different to arrangements for other areas of the Authority's activity.
- 2.14 Some transport functions are reserved to the Mayor (Mayoral Functions) and cannot be delegated to committees. This includes the bus franchising powers, and local transport plan adoption. In these cases, the role of the Combined Authority (and its committees) is advisory. The Transport Scrutiny Committee's role is in respect of both Mayoral and Non-Mayoral functions.
- 2.15 Additional powers have been established for the Combined Authority and Mayor as part of the Mayoral Order. This includes additional discretionary highways powers, for example. These changes underline the transition of the Authority beyond a public transport remit to a broad transport remit, including active travel modes.
- 2.16 The governance changes agreed at the Combined Authority annual meeting in June 2021 established five new portfolio sub-committees of the Combined Authority, alongside Transport Committee. Terms of reference and membership are set out in Item 7 of that meeting, a link is included in the **Background Documents**.
- 2.17 Each of these committees has relevant delegations from the Combined Authority. The thematic sub-committees are as follows:
- Business, Economy and Innovation
  - Climate, Energy and Environment
  - Culture, Arts and Creative Industries
  - Employment and Skills
  - Place, Regeneration and Housing
  - Transport Committee
- 2.18 Each is chaired by a Combined Authority member holding the relevant portfolio. Other than Transport Committee, voting membership of these committees includes relevant portfolio holders from the constituent councils, and includes non-voting LEP, private sector and advisory representation. The governance structure established for the newly established committees provides a context and potential model for the Transport Committee Governance Review.

#### Role of Transport Committee

- 2.19 As well as informing the development of transport strategy, Transport Committee has important potential roles and contributions to make in respect of:

- Providing a steer on decisions for tendered bus services, school transport and Access Bus.
- Overseeing and establishing a strategy for passenger information and other Metro-branded activity.
- Overseeing and informing the strategy for the Authority's transport assets.
- Setting and monitoring concessionary fares schemes, and providing direction on integrated and multi-modal ticketing initiatives.
- Development, shaping and prioritisation of a pipeline of transport investment projects.
- Transport-related capital approvals.
- Monitoring implementation of programmes and projects.

2.20 The changing context for the Combined Authority and Mayor, including the Mayor's suite of pledges, also means a changing and potentially growing role for the Transport Committee in respect of:

- **Bus reform**, including development of the enhanced partnership in West Yorkshire, and informing the Mayor's bus franchise proposals.
- **Rail reform**, including defining West Yorkshire's local role in the rail network as the Williams-Shapps Plan for Rail proposals are implemented.
- **Mass Transit** development.
- **Key Route Network** power and responsibilities relating roads.
- **Multi-modal integration**, including a growing role in promoting active travel choices as part of an integrated transport network for West Yorkshire.

2.21 Transport Committee, including the District Consultation Sub-Committees currently perform a role in holding public transport operators to account, including monitoring the performance of the network. The review will ensure that this function continues to be addressed, including the potential role of the Transport Scrutiny Committee in undertaking this role.

2.22 Transport Committee and the District Consultation Sub-Committees have provided a valuable way to engage a broader range of elected members from amongst the constituent councils in the transport activity of the Combined Authority. The review will address ways to ensure there continues to be opportunities to secure this engagement, recognising that the Transport Scrutiny Committee now also provides this opportunity.

2.23 Public consultation and engagement on transport matters is also important, for informed policy development that addresses community needs, but also (for example) on individual decisions on services. The review will consider how to ensure that there are appropriate channels for public engagement. This will be addressed by considering the future role of the District Consultation Sub-

committees, and in considering, for example, the role of public petitions as part of Transport Committee proceedings.

- 2.24 Engagement with industry partners and bodies such as Transport Focus is currently achieved through several industry forums and panels (e.g. Bus Expert Panel, Rail Operator Forum) which are chaired by the Lead Member Public Transport, as well as through the Transport Committee working groups. The Review will ensure there continues to be appropriate engagement, including potentially as non-voting members of the Committee.
- 2.25 The review will also be informed by a comparison of arrangements that have developed in other Mayoral Combined Authority areas, particularly those that previously had Integrated Transport Authority arrangements in place. This will include consideration of the wider roles of the Chair and Lead Member responsibilities, recognising that the Lead Member, Public Transport role is currently a substantial one.

### **3 Tackling the Climate Emergency Implications**

- 3.1 The future effectiveness of the Transport Committee in informing and shaping the Combined Authority and Mayor's transport policies and plans is crucial to achieving the Authority's carbon reduction ambitions.
- 3.2 The review will ensure that Transport Committee can perform an appropriate role in this, having regard to the role of the Climate, Energy and Environment Committee.

### **4 Inclusive Growth Implications**

- 4.1 In considering the scope and membership of the Transport Committee in future, the Review will have regard to ensuring that inclusive growth implications are considered.

### **5 Equality and Diversity Implications**

- 5.1 In considering the scope and potential membership of the Transport Committee, the role of specific equality and diversity champions will be addressed. This will include potential for representative non-voting members, in common with the model being applied to the other portfolio committees.
- 5.2 Consideration of the future role of the District Consultation Sub-Committees will also address the way that the Authority ensures that a representative cross section of the public is engaged in policy and decision-making processes.

### **6. Legal Implications**

- 6.1 There are no financial implications directly arising from this report.
- 6.2 The review is likely to lead to governance changes that will be considered as part of the proposed changes.

## **7. Staffing Implications**

7.1 There are no staffing implications directly arising from this report.

## **8. External Consultees**

8.1 No external consultations have been undertaken.

## **9. Recommendations**

9.1 That the information provided in this report and the deadline of 1 October 2021 to provide feedback is noted and any comments provided.

## **10. Background Documents**

The West Yorkshire Combined Authority Constitution can be accessed online via this link: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/governance-information-for-the-combined-authority/>

West Yorkshire Combined Authority meeting, 24 June 2021, Item 7, Committee Arrangements and Appointments is available here: <https://westyorkshire.moderngov.co.uk/mgAi.aspx?ID=7675>

## **11. Appendices**

Appendix 1: Existing terms of reference for Transport Committee, Transport Scrutiny Committee and the District Consultation Sub Committees.

## Appendix 1

### Transport Committee

#### Terms of Reference 2021/22

The Transport Committee is authorised:

1. To advise the Mayor in respect of any Mayoral General Function<sup>1</sup> which is a transport function or other function related to transport, including the preparation of the Local Transport Plan and related strategies, and bus franchising functions.
2. To carry out any Non-Mayoral transport function<sup>2</sup> of the Combined Authority or any other Non-Mayoral function<sup>3</sup> related to transport, including:
  - a) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the Strategic Economic Framework where appropriate,
  - b) approving, amending or revoking any policy, investment priorities, strategy or plan which do not fall to the Mayor to prepare,<sup>4</sup>
  - c) delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
  - d) submitting bids for devolved and other funding, and
  - e) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
  - f) in accordance with the Leeds City Region Assurance Framework, progressing **any scheme within the Integrated Transport Block** of the Capital Programme, for which the cumulative total of the financial approval and tolerance threshold is **£3 million or under**

with the **exception** of

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<sup>1</sup> Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

<sup>2</sup> functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009.

<sup>3</sup> Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021.

<sup>4</sup> With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

- any function which requires a Statutory Consent<sup>5</sup> where that consent has yet to be given<sup>6</sup>,
  - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination<sup>7</sup>, or
  - any function which is reserved to the Combined Authority.<sup>8</sup>
2. To advise the Combined Authority in respect of any Non-Mayoral Function which is a transport function or function related to transport.
  4. To liaise with the Climate, Energy and Environment Committee and the Place, Regeneration and Housing Committee to secure the decarbonisation of transport infrastructure.
  5. To promote, in collaboration with other committees,
    - equality and diversity,
    - inclusive growth,
    - tackling the climate emergency, and
    - the strategic alignment of the Combined Authority’s policies, investment priorities, strategies and plans.
  6. To respond to any report or recommendation from an overview and scrutiny committee<sup>9</sup>.

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<sup>5</sup> These include functions related to transport conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

<sup>6</sup> in relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent, including in relation to any agreed Key Route Network

<sup>7</sup> The 2021 Order provides that these matters require the support of the Mayor

<sup>8</sup> The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution and include:

- amending the Local Transport Plan and related strategies prepared by the Mayor,
- setting a **levy**,
- consenting to any **regulations relating to a sub-national transport body**,
- consenting to **regulations to borrow**,
- publishing an **annual report** on the exercise and performance of transport functions,
- functions relating to **road user charging** schemes,
- **jointly** (that is, with at least one other local transport authority)
  - approving, varying, revoking or postponing an **advanced quality partnership scheme**,
  - making varying or revoking an **enhanced partnership plan**
  - making postponing, revoking an **enhanced partnership scheme**
  - approving varying or revoking an **advanced ticketing scheme**
  - making, varying or terminating a **voluntary partnership agreement**
- agreeing a **Key Route Network** with Constituent Councils

<sup>9</sup> That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council.

## Transport Scrutiny Committee

### Terms of Reference 2021/22

The Transport Scrutiny Committee is authorised in respect of any **transport function**<sup>10</sup> or **function related to transport**<sup>11</sup>:

1. To review or scrutinise any decision made, or other action taken, in connection with any Non-Mayoral Function or Mayoral General Function of the Combined Authority.<sup>12</sup>
2. To make reports or recommendations to the Combined Authority, with respect to any Non-Mayoral Function of the Combined Authority.
3. To make reports or recommendations to the Mayor, with respect to any Mayoral General Function of the Combined Authority.
4. To make reports or recommendations to the Combined Authority or the Mayor on any matter that affects the Combined Authority's Area or the inhabitants of the Combined Authority's Area.
5. To receive and monitor responses to any report or recommendation made by the Transport Scrutiny Committee.

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<sup>10</sup> functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009.

<sup>11</sup> Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021, and the decarbonisation of transport.

<sup>12</sup> In relation to a decision made but not implemented, this includes:

- the power to direct that a decision is not to be implemented while it is under review or scrutiny by Transport Scrutiny Committee, and
- the power to recommend that the decision be reconsidered in accordance with the Scrutiny Standing Orders

## **District Consultation Sub Committees**

### **Terms of Reference 2021/22**

In relation to:

- the area of the Constituent Council, and
- local public transport functions

each District Consultation Sub Committee is authorised:

1. To consult with and consider representations from users<sup>13</sup> of local public transport services and facilities.
2. To advise the Transport Committee in relation to:
  - a) the views of users of local public transport,
  - b) service delivery objectives and performance,<sup>14</sup>
  - c) improving co-ordination between the Constituent Council and the Combined Authority,
  - d) the progress of planned projects and programmes, and
  - e) any proposal referred to it by the Transport Committee.

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<sup>13</sup> Or on behalf of users.

<sup>14</sup> including performance indicators relating to local bus and rail services, congestion, mode share, air quality, safety and other outcomes identified in relevant Plans and Strategies.