

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 3 AUGUST 2017
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,
LEEDS**

A G E N D A

- 1. APPOINTMENT OF THE WYCA CHAIR**
(Pages 1 - 2)
- 2. APOLOGIES FOR ABSENCE**
- 3. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 4. EXCLUSION OF THE PRESS AND PUBLIC**
- 5. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 29 JUNE 2017**
(Pages 3 - 22)

For Decision

- 6. CAPITAL SPENDING AND PROJECT APPROVALS**
(Member lead: Cllr S Hinchcliffe, Author: Melanie Corcoran)
(Pages 23 - 36)
- 7. A CITY REGION POLICY AND FUNDING FRAMEWORK FOR INCLUSIVE GROWTH**
(Member lead: Cllr S Hinchcliffe, Author: Rob Norreys)
(Pages 37 - 44)
- 8. TRANSPORT STRATEGY ADOPTION**
(Member lead: Cllr K Wakefield, Author: Rob Norreys)
(Pages 45 - 50)
- 9. BUS STRATEGY ADOPTION**

(Member lead: Cllr K Wakefield, Author: Rob Norreys)
(Pages 51 - 64)

10. TRANSPORT FOR THE NORTH

(Member lead: Cllr K Wakefield, Author: Liz Hunter)
(Pages 65 - 74)

11. PROPOSED PENSION TRANSFER

(Member lead: Cllr P Box, Author: Angela Taylor)
(Pages 75 - 78)

12. GOVERNANCE ARRANGEMENTS

(Member lead: Cllr S Hinchcliffe, Author: Caroline Allen)
(Pages 79 - 80)

For Information

**(a) MINUTES OF THE MEETING OF THE WEST YORKSHIRE & YORK
INVESTMENT COMMITTEE HELD ON 16 JUNE 2017**

(Pages 81 - 92)

**(b) DRAFT MINUTES OF THE MEETING OF THE WEST YORKSHIRE &
YORK INVESTMENT COMMITTEE HELD ON 12 JULY 2017**

(Pages 93 - 98)

Signed:

A handwritten signature in black ink, appearing to read 'RORREYS', with a horizontal line underneath it.

WYCA Managing Director

Agenda Item 1

Director: Angela Taylor, Director of Resources
Author: Caroline Allen



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Appointment of WYCA Chair

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

1 Purpose

- 1.1 Further to a vacancy in the office having arisen, to appoint a Chair of WYCA and review committee membership and committee chairing arrangements.

2 Information

- 2.1 The WYCA Order 2014 requires WYCA to appoint a Chair and Vice Chair each municipal year from among WYCA Members. Accordingly, at WYCA's annual meeting in June, WYCA resolved to appoint a WYCA Chair and Vice Chair for the municipal year 2017/18.

Due to his recent appointment as Chair of the Key Cities Group, the Chair wrote to WYCA's Managing Director on 19 July 2017 to tender his resignation from the office of WYCA Chair to facilitate the vacancy being filled at this meeting in compliance with statutory timescales.

WYCA now therefore needs to appoint a new WYCA Chair.

Changes to committee membership and/or chairing arrangements for WYCA committees may also be considered, further to the appointment of the new Chair.

3 Financial Implications

- 3.1 None – no allowances attach to any position held by a WYCA Member.

4 Legal Implications

- 4.1 The WYCA Order 2014 requires WYCA to appoint a Chair and Vice Chair from among WYCA Members. Making the proposed appointment at this meeting complies with the statutory timescales as set out in the WYCA Order 2014, to appoint a new Chair at the next ordinary WYCA meeting after a vacancy arises.
- 4.2 Political balance requirements under S15 Local Government and Housing Act 1989 apply to the appointment of WYCA Members to WYCA ordinary committees, unless those requirements are waived in accordance with S17 of the 1989 Act.

5 Staffing Implications

- 5.1 None.

6 External Consultees

- 6.1 No external consultation is required.

7 Recommendations

- 7.1 WYCA are asked to:
 - 7.1.1 appoint a WYCA Chair for the remainder of the municipal year 2017/18; and
 - 7.1.2 review committee membership further to the appointment of the WYCA Chair, resolving to make any appointments in accordance with S17 Local Government and Housing Act 1989 where necessary;
 - 7.1.3 review committee chairing arrangements, further to any changes in committee membership.

8 Background Documents

- 8.1 None.



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 29 JUNE 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Peter Box CBE (Chair)	Wakefield Council
Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Keith Aspden	York Council
Councillor Andrew Carter CBE	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Simon Cooke	Bradford Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor James Lewis	Leeds City Council
Councillor Stewart Golton	Leeds City Council
Councillor Shabir Pandor	Kirklees Council

In attendance:

Ben Still	WYCA
Caroline Allen	WYCA
Angie Shearon	WYCA

1. Membership of West Yorkshire Combined Authority

The Authority considered a report of the Director of Resources in respect of the following:

- The appointment of members and substitute members to WYCA by the Constituent Councils and the City of York Council, the Non-Constituent Council.
- The appointment of the Leeds City Region Local Enterprise Partnership member ("the LEP member") and substitute LEP member to WYCA.
- Granting of voting rights to the WYCA member appointed by the City of York Council and to the LEP member, and substitutes.

Resolved:

- (a) That the members and substitute members of WYCA appointed by the Constituent Councils and Non-Constituent Council, as set out in the appendix to the report be noted.
- (b) That the continuing appointment of Roger Marsh as the LEP Member of WYCA, and Bob Cryan as substitute LEP Member, to act in the absence of the LEP Member, be confirmed.
- (c) That the LEP Member and the Non-Constituent Council Member may vote at any meetings of WYCA (including any committee or sub-committee to which those members are appointed) on any decision, subject to the following exceptions:-
 - budget and levy setting; and
 - the adoption of any implementation plans appended to the Single Transport Plan which relate specifically to the combined area (that is, West Yorkshire).
- (d) That the substitutes for the LEP Member and the Non-Constituent Council Member may exercise the voting rights granted to the LEP Member and the Non-Constituent Council Member when acting in the absence of their respective member.

2. Appointment of the Chair and Vice Chair of the West Yorkshire Combined Authority

Members were asked to consider nominations for the positions of Chair and Vice Chair of the West Yorkshire Combined Authority for the municipal year 2017/18.

Councillor Peter Box was proposed and seconded for the position of Chair and Councillor Tim Swift was proposed and seconded for the position of Vice Chair.

Resolved:

- (a) That Councillor Peter Box be appointed as Chair of the Authority.
- (b) That Councillor Tim Swift be appointed as Vice Chair of the Authority.

3. Chair's Comments

Councillor Box referred to the recent tragedy at Grenfell Towers and terrorist attacks in Manchester and London and, on behalf of the Authority, expressed condolences to all those affected.

The Authority was also advised that Councillor Judith Blake had received a CBE in the Queen's Birthday Honours and, in Councillor Blake's absence, members asked that their congratulations be recorded.

Members were reminded that the meeting was being filmed for live or subsequent viewing via WYCA's website and any feedback from observers would be welcomed.

4. Apologies for absence

Apologies for absence were received from Councillors Judith Blake, David Sheard and Nicola Turner.

5. Declarations of disclosable pecuniary interests

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

6. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendices 1 and 2 to Agenda Item 20 on the grounds that they are likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7. Minutes of the meeting held on 6 April 2017

Resolved: That the minutes of the meeting of WYCA held on 6 April 2017 be approved and signed by the Chair.

8. Revised Committee Arrangements and Appointments

The Authority considered a report of the Director of Resources in respect of:

- To appoint West Yorkshire Combined Authority (WYCA) committees.
- To appoint members to WYCA committees, including an independent member to the Governance and Audit Committee.
- To appoint Chairs/Deputy Chairs of WYCA committees.
- To grant voting rights to some members of WYCA committees.
- To confirm the continuing appointment of Independent Persons.

Resolved:

- (a) That, in relation to **appointment of committees** –

- (i) That the following committees be appointed, each with the terms of reference set out in the relevant Appendix attached to the submitted report:
- Governance & Audit Committee (Appendix 1)
 - Leeds City Region Partnership Committee (Appendix 2)
 - Overview & Scrutiny Committee (Appendix 3)
 - Transport Committee (Appendix 4)
 - West Yorkshire & York Investment Committee (Appendix 5)
- (ii) That the following committees be appointed, each with the terms of reference set out in the relevant Appendix attached to the submitted report, with effect from 1 September 2017:
- Business Innovation & Growth Panel (Appendix 6)
 - Employment & Skills Panel (Appendix 7)
 - Green Economy Panel (Appendix 8)
 - Land & Assets Panel (Appendix 9)
- (b) That, in relation to **appointment of committee members** –
- (i) That in accordance with S17 Local Government and Housing Act 1989 the Authority appoint the following of its members to:
- the Transport Committee and West Yorkshire and York Investment Committee as set out in Appendix 10 of the submitted report, and
 - the LCR Partnership Committee as follows:
 - each of the 5 WYCA Members individually appointed by each constituent council, and
 - the non-constituent council WYCA Member.
 - Business Innovation and Growth Panel, Employment and Skills Panel, Land and Assets Panel as set out in Appendix 11 of the submitted report, these appointments to be of effect from 1 September 2017.
- (ii) That the Authority appoints its members to the Governance and Audit Committee, as set out in Appendix 10 to the submitted report, together with Andy Clayton as an independent member of the Governance and Audit Committee.
- (iii) That the Authority appoints members to the Overview & Scrutiny Committee as set out in Appendix 10 of the submitted report.
- (iv) That the Authority co-opt members to:

- the Transport Committee as set out in Appendix 10;
- the LCR Partnership Committee as set out in paragraph 2 of the report, including substitute arrangements for those members;
- the West Yorkshire and York Investment Committee as set out in paragraph 2 of the report; and
- the new Panels as set out in Appendix 11, with appointments to be of effect from 1 September 2017.

(c) That, in relation to **voting rights for committee members** –

- (i) it be noted that each member of a constituent council appointed to the Overview and Scrutiny Committee will have one vote.
- (ii) that any non-constituent council member co-opted to the Overview and Scrutiny Committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
- (iii) that the independent member of the Governance and Audit Committee shall be a voting member of that committee.
- (iv) that all co-opted members of the LCR Partnership Committee shall be voting members of that committee.
- (v) that any constituent council member of the Transport Committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
- (vi) that any constituent council member or non-constituent council member on the West Yorkshire and York Investment Committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
- (vii) that each of the following members to be appointed to the new advisory Panels with effect from 1 September 2017 shall be a voting member:
 - each member co-opted from a local authority; and
 - each private sector representative.

(d) That WYCA appoints a Chair and Deputy Chair to each committee, as set out in Appendix 10 and 11 of the submitted report, any such appointment in respect of any new advisory Panel to be of effect from 1 September 2017.

(e) That Ian Brown and Carolyn Lord continue as Independent Persons available to act in relation to complaints concerning allegations of a breach of WYCA's Members' Code of Conduct on the existing terms for remuneration until WYCA's annual meeting in 2018.

9. WYCA Representation on Outside Bodies

The Authority considered a report of the Director of Resources regarding WYCA representation on outside bodies.

It was agreed that the representative on the Calder Valley Line Working Group should be amended to Councillor Tim Swift.

Resolved:

- (a) That the governance arrangements for Transport for the North and Rail North Ltd are subject to change, when TfN is established as a Strategic Transport Body.
- (b) That, subject to (a) above and the amendment to representation on the Calder Valley Line Working Group, that the appointments be made to the outside bodies for the municipal year 2017/18 as detailed in the Appendix attached to the submitted report.

10. Officer Scheme of Delegation

The Authority considered a report of the Director of Resources in respect of amendments to the Officer Delegation Scheme.

Resolved: That the amended Officer Delegation Scheme, as shown in the Appendix attached to the submitted report be approved.

11. Governance Arrangements

The Authority considered a report of the Director of Resources in respect of amendments to WYCA's Standing Orders and other governance documents.

Resolved:

- (a) That the following Standing Orders, as set out in the relevant appendices to the submitted report, be approved:
 - Procedure Standing Orders – Appendix 1
 - Access to Annex to the Procedure Standing Orders – Appendix 2
 - Code of Practice for recording meetings – Appendix 3
 - Scrutiny Standing Orders – Appendix 4
 - Contracts Standing Orders – Appendix 5
 - Financial Regulations – Appendix 6
- (b) That the Members' Code of Conduct attached as Appendix 7 and the Procedure for Considering Complaints against Members attached at Appendix 8 to the submitted report be approved.

- (c) That the Head of Legal and Governance Services be delegated authority to amend the quorum of any of the new Panels, in the event of any vacancies arising.

12. Code of Corporate Governance

The Authority considered a report of the Director of Resources in respect of a revised Corporate Governance Code and Framework and the Annual Governance Statement for inclusion in the annual statutory accounts.

Resolved:

- (a) That the revised Corporate Governance Code and Framework be approved.
- (b) That the Annual Governance Statement be endorsed.

13. Members' Allowances Scheme

The Authority considered a report of the Director of Resources in respect of the Members' Allowances Scheme.

Resolved: That the revised Members Allowances Scheme, attached as an Appendix to the submitted report, be adopted for the municipal year 2017/18.

14. Calendar of Meetings 2017/18

The Authority considered a report of the Director of Resources setting out a proposed calendar of meetings for 2017/18.

Resolved: That the Calendar of Meetings for 2017/18 be approved.

15. Capital Spending & Project Approvals

The Authority considered a report of the Director of Delivery on the progression of and funding for schemes from the West Yorkshire Plus Transport Fund (WY+TF) and Local Growth Deal projects.

The Authority approved the following 17 schemes which were detailed in the submitted report. It was noted that these had been recommended to WYCA for progression by the West Yorkshire & York Investment Committee on 16 June 2017.

Leeds Public Transport Investment Programme and LPTIP)	Decision Point 2
Leeds Bradford Airport Station	Decision Point 2
ULEV Taxi Scheme	Decision Point 2
Knottingley Rail Station P&R	Decision Point 2

Rail Park and Ride Phase 2	Decision Point 2
Elland Station (Calder Valley Line)	Decision Point 2
LCR Flood Alleviation for Growth Programme	Decision Point 2
Corridor Improvement Programme	Decision Point 2
Strategic Inward Investment Fund	Decision Point 2
Digital Sector Soft Landing Scheme	Decision Point 2
Business Growth Programme	Decision Point 2
Bradford Forster Square Station Gateway	Decision Point 3
LEP Loan - Gateway 45	Decision Point 4
LEP Loan – Fresh Pastures	Decision Point 4
Tackling Fuel Poverty Phase 4	Decision Point 5
Better Homes	Activity 6 – Change Request
Wakefield Civic Quarter	Activity 6 – Change Request

The Authority also approved the expenditure to the Districts for the DfT funding allocations for the Highways Maintenance Block and Highways Incentive funding which were outlined in the submitted report.

Resolved:

- (a) In respect of the **Leeds Public Transport Investment Programme and (LPTIP) - Decision Point 2 (Case Paper)** -
- (i) That the Leeds Public Transport Investment Programme proceeds through Decision Point 2 and the work commences on Activity 3: Outline Business Case on each of the project’s identified work streams within the programme.
 - (ii) That an indicative approval be given to the total programme value of £183.266m, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5.
 - (iii) That approval is given to WYCA’s contribution of £0.966m. This will be funded from the remainder of the WYCA funding, which had previously been approved for use on the NGT Project.
 - (iv) That development costs of £15.310m from the DfT’s £173.500m contribution for the development of the programme be approved, and that WYCA enter into a Funding Agreement with Leeds City Council for expenditure of up to £11.535m.
 - (v) That individual schemes within the programme are brought forward through the Assurance Process along their own Assurance Pathway.
 - (vi) That the Assurance Pathway, Approval Route and Approval Tolerance

for the Programme are approved.

- (b) In respect of **Leeds Bradford Airport Station - Decision Point 2 (Case Paper)** -
- (i) That the Leeds Bradford Airport Rail Station Scheme proceeds through Decision Point 2 and commences work on Activity 3 (Outline Business Case).
 - (ii) That an indicative approval to the total programme value of £25.0m be given with ultimate approval to spend being granted only once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That development costs of £0.50m from the Leeds Public Transport Investment Programme for the development of the scheme be approved.
 - (iv) That the future approvals at Decision Point 3 & Decision Point 4 (Full Business Case) are made through a delegation to WYCA's Managing Director, with the scheme returning to Investment Committee and WYCA at Decision Point 5.
- (c) In respect of **ULEV Taxi Scheme - Decision Point 2 (Case Paper)** -
- (i) That the ULEV Taxi Scheme proceeds through Decision Point 2 and the work commences on Activity 5: (Full Business Case with Finalised Costs).
 - (ii) That an indicative approval to the total project value of £3.180m be given, with ultimate approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That development costs of £25,000 in order to progress the scheme to Decision Point 5 (Full Business Case with Finalised Costs) from the OLEV grant be approved.
 - (iv) That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director. This Approval Route will be subject to the scheme remaining within the tolerances outlined above.
- (d) In respect of **Knottingley Rail Station P&R - Decision Point 2 (Case Paper)** -
- (i) That the Knottingley Rail Station Park and Ride project proceeds through Decision Point 2 and the work commences on Activity 4 (Full Business Case).
 - (ii) That an indicative approval be given to the total project value of £1.78m

with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).

- (iii) That development costs of £474,259 in order to progress the scheme to Decision Point 4 to be funded from the WY+TF be approved.
 - (iv) That the future approvals at Decision Point 4 are made through a delegation to WYCA's Managing Director following consideration and recommendation by Investment Committee. Approval at Decision Point 5 will be made through the delegation to WYCA's Managing Director. This Approval Route will be subject to the scheme remaining within the tolerances outlined above.
- (e) In respect of **Rail Park and Ride Phase 2 - Decision Point 2 (Case Paper)** -
- (i) That the Rail Park and Ride Phase 2 programme proceeds through Decision Point 2 and the work commences by the individual schemes on Activity 4 (Full Business Case).
 - (ii) That an indicative approval be given to the total programme value of £12.5m with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs). This will be funded through WY+TF funds re-profiled from Phase 1 of Rail Park and Ride.
 - (iii) That development costs of £477,100 in order to progress the schemes to Decision Point 4 be approved.
 - (iv) That the individual schemes return to Investment Committee and WYCA for approval at Decision Point 4 (Full Business Case) where the proposed Approval Route for Decision Point 5 through a delegation to WYCA's Managing Director will be confirmed. This Approval Route will be subject to the schemes remaining within the tolerances outlined above.
- (f) In respect of **Elland Station (Calder Valley Line) - Decision Point 2 (Case Paper)** –
- (i) That the Elland Station Package scheme replace the Calder Valley Line Enhancement scheme within the WY+TF.
 - (ii) That the Elland Station project proceeds through Decision Point 2 and the work commences on Activity 3 (Outline Business Case).
 - (iii) That an indicative approval to the total project value of £22.036m be given, with ultimate approval to spend being granted once the scheme

has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).

- (iv) That development costs of £884,748 be approved in order to progress the scheme to Decision Point 3, and that WYCA enter into a Funding Agreement with Calderdale Council for expenditure of up to £834,748 to be funded from the WY+TF. The remaining £50,000 will be funded directly by Calderdale Council.
 - (v) That the future approvals at Decision Point 3 and Decision Point 5 be made through a delegation to WYCA's Managing Director. This Approval Route will be subject to the scheme remaining within the tolerances outlined above. The scheme will return to Investment Committee and WYCA at Decision Point 4 (Full Business Case).
- (g) In respect of the **LCR Flood Alleviation for Growth Programme - Decision Point 2 (Case Paper)** -
- (i) That the Leeds City Region Flood Alleviation for Growth Programme proceeds through Decision Point 2 and the work by the individual schemes commences on Activity 3 (Outline Business Case).
 - (ii) That an indicative approval to WYCA's remaining £12.2m contribution to the total programme value of £77m be given, with ultimate approval to spend being granted once the schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That the individual schemes return to Investment Committee for consideration and WYCA for approval at Decision Point 3 (Outline Business Case) or Decision Point 4 (Full Business Case), based on the level of detail produced by the Environment Agency business case process. At this stage individual Assurance Pathways and Approval Routes will be set for each scheme.
- (h) In respect of the **Corridor Improvement Programme - Decision Point 2 (Case Paper)** -
- (i) That the Corridor Improvement Programme, Phase 1 proceeds through Decision Point 2 and the work commences on the 13 individual schemes on Activity 3 (Outline Business Case).
 - (ii) That an indicative approval to the Phase 1 programme value of £67.8m be given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That development costs of £4,482,500 in order to progress the 13

individual schemes in Phase 1 to Decision Point 3 (Outline Business Case) to be funded from the WT+TF be approved. This will include £0.408m of WYCA Programme Management costs. That WYCA enter into a Funding Agreement:

- with Bradford for expenditure of up to £1.245m;
- with Calderdale for expenditure of up to £0.430m;
- with Kirklees for expenditure of up to £0.800m;
- with Leeds for expenditure of up to £1.525; and
- with Wakefield for expenditure of up to £0.075.

(iv) That the individual schemes return to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 3 (Outline Business Case). As part of this approval, individual Assurance Pathways and Approval Routes will be set for each scheme.

(i) In respect of the **Strategic Inward Investment Fund - Decision Point 2 (Case Paper)** -

(i) That the Leeds City Region Strategic Inward Investment Fund proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs).

(ii) That an indicative approval to the total scheme value of £12.45m Strategic Inward Investment Fund be given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).

(iii) That the future approvals at Decision Point 5 be made through a delegation to WYCA's Managing Director following consideration and a recommendation by Investment Committee. This Approval Route will be subject to the scheme remaining within the tolerances outlined above.

(j) In respect of the **Digital Sector Soft Landing Scheme - Decision Point 2 (Case Paper)** -

(i) That the Digital Sector Soft Landing Scheme proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs).

(ii) That an indicative approval to the total scheme value of £1m be given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).

(iii) That the future approval at Decision Point 5 be made through a

Delegation to WYCA's Managing Director following consideration and a recommendation by Investment Committee. This Approval Route will be subject to the scheme remaining within the tolerances outlined above.

- (k) In respect of the **Business Growth Programme - Decision Point 2 (Case Paper)** -
 - (i) That the Business Growth Programme proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs).
 - (ii) That an indicative approval to the total scheme value of £9m be given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That the future approval at Decision Point 5 be made through a delegation to WYCA's Managing Director following consideration and a recommendation by Investment Committee. This Approval Route will be subject to the scheme remaining within the tolerances outlined above.

- (l) In respect of **Bradford Forster Square Station Gateway - Decision Point 3 (Outline Business Case)** -
 - (i) That the Bradford Forster Square Station Gateway project proceeds through Decision Point 3 and the work commences on Activity 4 (Full Business Case).
 - (ii) That an indicative approval to the total project value of £17.311m be given (which includes a £17.061m contribution for WY+TF), with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That development costs of £3,671,314 to be funded from the WY+TF in order to progress the scheme to Decision Point 4 (Full Business Case) be approved. That WYCA issues an addendum to the existing Funding Agreement with Bradford Council for expenditure of up to £3,671,314.
 - (iv) That the scheme returns to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 4, with the intention that approval at Decision Point 5 (Full Business Case with Finalised Costs) be made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances confirmed at Decision Point 4.

- (m) In respect of **LEP Loan - Gateway 45 - Decision Point 4 (Full Business Case)** -

- (i) That the Gateway 45 loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs).
 - (ii) That an indicative approval to the total loan value of £3.3m be given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That Leeds City Council are instructed that the current charge held as security for the earlier £3m LEP loan is released and imposed solely on part of the site.
 - (iv) That the approval of the loan agreement at Decision Point 5 be made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.
- (n) In respect of **LEP Loan – Fresh Pastures - Decision Point 4 (Full Business Case) -**
- (i) That the Fresh Pastures loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs).
 - (ii) That an indicative approval to the total loan value of £0.8m be given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
 - (iii) That the approval of the loan agreement at Decision 5 be made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.
- (o) In respect of **Tackling Fuel Poverty Phase 4 - Decision Point 5 (Full Business Case with Finalised Costs) -**
- (i) That the reduction of LGF investment of Phase 1 of the Tackling Fuel Poverty Programme from £2,857,177 to £2,709,000, due to the withdrawal of the Calderdale Almshouse scheme be approved.
 - (ii) That Phase 4 of the Tackling Fuel Poverty Programme for delivery in targeted areas of Calderdale and Kirklees to progress from Activity 5 (FBC with Finalised Costs) to Activity 6 (Delivery) be approved. The reduction of Phase 1, together with the inclusion of Phase 4 projects, brings the total LGF investment in the Tackling Fuel Poverty Programme to £6m. This is in line with the indicative budget noted in the report to November 2016 Investment Committee.
 - (iii) That WYCA funding of £1,007,800 be approved and that WYCA enters

into a Funding Agreement with Kirklees for expenditure of up to £500,000 and with Calderdale for expenditure of up to £507,800, and that WYCA authorise delegation to the Managing Director to finalise the agreements.

(p) In respect of **Better Homes Activity 6 (Delivery) – Change Request –**

(i) That the exception that Year 1-3 baseline targets in respect of the following KPIs for the Better Homes programme be approved:

- Target number of homes improved revised from 12,000 to 3,580.
- Suspension of marketing and assessment targets.
- Revise target apprenticeships created, to apprenticeships supported.
- That the Better Homes Yorkshire KPIs are updated in accordance with Schedule 11 of the Framework Agreement.

(q) That in respect of **Wakefield Civic Quarter - Activity 6 (Delivery) – Change Request** the following exception be approved:

- That a condition of the approved £1.1m grant for the Wakefield Civic Quarter project is that it is repaid (to a maximum amount of £1,1m) from a 50:50 share of any disposal proceeds. If the disposal involves a complex funding package and a lesser share is proposed, a further exception report will be prepared for the Investment Committee.

(r) That in respect of **Highways Maintenance Block and Highways Incentive Funding** expenditure to the Districts of £25.971m for the Highways Maintenance Block and £2.432m for the Highways Incentive Funding, which will be funded from the DfT's allocation to WYCA be approved.

16. **WYCA Corporate Plan 2017/18**

The Authority considered a report of the Director of Policy, Strategy and Communications which sought endorsement of the organisation's Corporate Plan for 2017/18.

Councillor Box advised members that the Corporate Plan had been amended to include Inclusive Growth as one of the key priorities and it was considered that the document provided a good balance on what WYCA had achieved and outlined the plans for the forthcoming year. It was agreed that the Corporate Plan should now be published on the website and circulated to the District Councils for inclusion on their own agendas.

Resolved: That the Corporate Plan 2017/18 be endorsed.

17. HS2 Growth Strategy

The Authority considered a report of the Director of Policy, Strategy and Communications on the development of a Leeds City Region HS2 Connectivity Strategy and the proposal that oversight of its development be delegated to the Transport Committee with a view to its adoption as a daughter document to the Strategic Economic Plan.

It was intended that the Strategy would support and complement the Phase 2 Hybrid Bill and, to enable this, it was proposed that an initial submission be made to Government in Autumn 2017, followed by more detailed strategy development during 2018. It was agreed that oversight of the strategy be delegated to the Transport Committee but the final version would be brought back to a future meeting for adoption.

Members discussed the economic impact, connectivity and employment opportunities HS2 would bring to the region and also the challenges in respect of disruption during its development. It was noted details of the Government's potential scheme would not be known until later in the year but Councillor Wakefield advised members that discussions were being held at the HS2 Regional Programme Board with Network Rail and the DfT and they had been made aware of both the region's ambitions and the points raised by members in respect of disruption.

Resolved: That a Leeds City Region HS2 Connectivity Strategy be developed and that oversight of this development be delegated to the Transport Committee.

18. Transport for the North

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

- Provided an update on Transport for the North's development of a Transport Strategy and on road and rail priorities for Transport for the North, including the development of a Northern Powerhouse Rail network.
- Sought approval for the recommendations from the East-West Trans-Pennine corridor study to be provided as an input into the Transport for the North's further work on the Central Corridor.

Members discussed the importance of ensuring that WYCA's priorities continued to be reviewed and that they be communicated as widely as possible to the public. It was requested that the report be circulated to each constituent authority for consideration at their Executive Board to ensure there was a unified approach to the priorities. A report would be brought to the next meeting.

Resolved:

- (a) That progress on WYCA's road and rail priorities for Transport for the North

including the Northern Powerhouse Rail network be noted.

- (b) That Transport for the North's work to consider connectivity improvements across the Central Corridor be endorsed.
- (c) That the recommendations from the East-West Trans-Pennine corridor study be provided as an input into Transport for the North's further work on the Central Corridor.
- (d) That the report be circulated to each constituent council for consideration at their Executive Board.
- (e) That a report be prepared for the next meeting of WYCA to be held on 3 August 2017.

19. A Clearer West Yorkshire Combined Authority Brand Identity

The Authority considered a report of the Director of Policy, Strategy and Communications which set out options for a clearer, more compelling brand identity for the organisation and wider region that would better enable it to achieve its communications and profile-raising objectives.

The report also set out what a potential implementation plan for an organisational rebrand could look like, detailing the changes needed to be made to both communications channels and assets and non-communications activities such as processes, systems and organisational culture.

The recommendations set out in the report were not approved as members considered that the devolution agenda should be the priority and it was therefore agreed that the organisational rebranding should be deferred and considered at a future date.

Resolved: That the recommendations in the report were not accepted and the organisational rebranding be deferred to a future meeting in the context of a wider devolution agreement.

20. WYCA Accommodation Options

The Authority considered a report of the Managing Director which provided information on options for the HQ office accommodation for WYCA and to agree a way forward.

Members noted the need for improved head office facilities for WYCA and considered the options outlined in the submitted report. It was agreed that further work on detailed design and costs to refurbish Wellington House should be undertaken and a report prepared for a future meeting.

Resolved: That Option D of retaining and investing in Wellington House, until its value rises sufficiently to get a return on the investment, is progressed to a detailed design, costs and plan, and that any constraints in the building could be overcome. That an immediate sum of up to £100k is made available from reserves to progress this work which will be subject to the WYCA Project Assurance processes.

21. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 8 March 2017

Resolved: That the minutes of the meeting of the West Yorkshire & York Investment Committee held on 8 March 2017 be noted.

22. Minutes of the Meeting of the Overview & Scrutiny Committee held on 22 March 2017

Resolved: That the minutes of the meeting of the Overview & Scrutiny Committee held on 22 March 2017 be noted.

23. Draft Minutes of the Meeting of the Governance & Audit Committee held on 6 April 2017

Resolved: That the draft minutes of the Governance & Audit Committee held on 6 April 2017 be noted.

24. Draft Minutes of the Meeting of the Transport Committee held on 21 April 2017

Resolved: That the draft minutes of the meeting of the Transport Committee held on 21 April 2017 be noted.

25. Draft Minutes of the Overview & Scrutiny Committee held on 28 April 2017

Resolved: That the draft minutes of the meeting of the Overview & Scrutiny Committee held on 28 April 2017 be noted.

26. European Structural and Investment Funds (ESIF) - Sustainable Urban Development (SUD)

Further to minute 6, Exempt Information, the press and public were excluded from the meeting for this item.

The Authority considered a report of the Director of Resources on the Call for SUD (Sustainable Urban Development).

Members considered the full Call which had been produced in draft form together with a covering note.

It was expected that the Call will be published in mid-July. Members noted that the final iteration of the Call may be subject to final editing by the Managing Authority prior to formal publication but the changes would not alter the substance of the Call.

Resolved: That the SUD Call, to be published by the Managing Authority in July 2017, be approved.

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



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Capital Spending and Project Approvals

1. Purpose

1.1. This report seeks approval for the progression of schemes through WYCA's Assurance process in line with WYCA's Assurance Framework. Further detail on the schemes summarised below can be found as part of this report.

West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road	Total value of feasibility works and the funding approval sought as part of this report – £0.284m	Funding of a pre-feasibility study to identify and evaluate options for a link road intended to by-pass around Ackworth, Featherstone and Pontefract.
West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling	Total value of feasibility works and the funding approval sought as part of this report – £0.295m	Funding of a pre-feasibility study to identify and evaluate options for upgrading the A1237 between the A64 at Askham Bar and A64 at Hopgrove to a dual carriageway.
West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route	Total value of feasibility works and the funding approval sought as part of this report – £0.248m	Funding of a pre-feasibility study to identify and evaluate options for a proposed 16.5km carriageway with an alignment proposed to follow the existing orientation of the A644 and A638 respectively and incorporate a new 9km section.
WYCA's Portfolio Information Management System	Total value of the scheme – £0.200m	Delivery of an ICT system which will enhance and strengthen WYCA's approach to project, programme and portfolio management.
Pot Hole Action Fund	Total value of scheme and the funding approval sought as part of this report - £2.231m	Approval of funding to complement the West Yorkshire Local Authorities' planned maintenance works to enable the permanent fixing of potholes (not short term filling) or prevent them from forming in the first place on the carriageway.

1.2. These schemes will have a total combined value of £3.312m when fully approved, and expenditure approval to the value of £3.112m is sought as part of this report.

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

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

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

2. Information

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



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

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

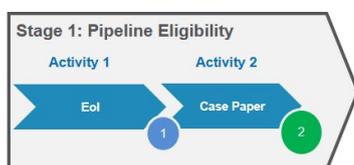
West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road	Decision Point 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling	Decision Point 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational	Decision Point 2 (Case

Schemes - North Kirklees Orbital Route	Paper)
WYCA's Portfolio Information Management System	Decision Point 3 (Outline Business Case)

- 2.4. The Pot Hole Action Fund DfT funding allocation has proceeded directly to WYCA ahead of consideration by the Investment Committee due to the nature of the funding stream.
- 2.5. In accordance with the recently updated Assurance Framework, an overview of all scheme business cases was published on the WYCA website as part of the Investment Committee papers for 16 June 2017, under Agenda Item 6 – Capital Spend and Project Approvals. These business case summaries can also be found under the 'Decisions' section of the West Yorkshire Combined Authority Website, under the relevant entry for each of the WYCA decisions contained within this report.

Projects in Stage 1: Pipeline Eligibility

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



2.7. West Yorkshire Plus Transport Fund Transformational Schemes (Activity 2 Case Paper)

- 2.7.1. Under the WY+TF, there is a £12.5m allocation for the development and scoping of potentially transformational. Transformational change will allow for the economic growth aspirations identified in the Strategic Economic plan to be realised and this available funding will fund early pre-feasibility development of projects to be considered from a strategic case perspective.
- 2.7.2. Following a discussion with Investment Committee members at a workshop in January 2017, project officers have been considering what projects could be brought forward and districts are keen to draw down from this available funding stream and undertake development work on future transformational projects.
- 2.7.3. To ensure the consideration of projects meets with strategic aspirations, work to further develop the approach and criteria of a 'transformational project' is being

undertaken by our Transport Policy and Strategy team. In parallel, and to allow for development work of projects to commence the following three schemes are seeking funding approval to enable their Strategic Cases to be developed. These transformational schemes are not included as named schemes in the West Yorkshire Plus Transport Fund and it has been made clear to Promoters that whilst funding has been made available to fund development of their strategic cases, there is no guarantee of any future WY+TF funding to fund future delivery of the schemes.

2.8. Wakefield South Featherstone Link Road (Activity 2 Case Paper)

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

Background

2.8.1. Wakefield City Council have submitted an application for the South Featherstone Link Road to be considered for preliminary funding. The criteria the project meets are:

- funding request is for scoping and feasibility;
- delivery of the scheme would be post 2021;
- this is feasibility for a new project not already on the West Yorkshire Plus Transport Fund list;
- the scheme would unlock land for housing and employment use; and
- this would be a new road and would significantly affect driver behaviour.

2.8.2. The scheme itself is intended to be a by-pass around Ackworth, Featherstone and Pontefract. The funding required is to enable a technical feasibility exercise to consider a range of scenarios. This will include evaluation of transport, environmental and economic indicators. The outcome of this project is expected to be a report detailing a short list of options and high level cost estimates. The key objectives of the project are to carry out a number of technical and feasibility checks and to provide a report with a number of options, with high level costs and Programmes for delivery.

- To assess and report the transport impacts of the full range of link road options and implementation scenarios.
- To assess and report the high level environmental impacts associated with the full range of link road options.
- To investigate the impact of the road alignments on land ownerships and potential land valuations
- To quantify the housing, employment and development opportunities associated with the link road alignment.

- To produce an initial cost estimate of the highway alignments and bridge construction.
- To understand the views and issues of Network Rail and the Environment Agency.

Costs

- 2.8.3. Up to £284k for feasibility and scoping works. Total scheme costs to be confirmed following this work.

Timescales

- 2.8.4. This is anticipated to be a 24 month feasibility and scoping project to culminate in a high level options report.

Project Responsibilities

Senior Responsible Officer: Neil Rodgers, Wakefield Council
 Project Manager: Paul Stevenson, Wakefield Council
 WYCA case officer: Lisa Childs, WYCA

Recommendations

- 2.8.5. That following a recommendation from the Investment Committee, WYCA approves funding of £284k for the Wakefield South Featherstone Link Road scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with Wakefield Council for expenditure of up to £284K from the West Yorkshire Plus Transport Fund.

2.9. York Outer Ring Road Dualling (Activity 2 Case Paper)

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

Background

- 2.9.1. Improvements to the A1237 York Outer Ring Road (YORR) is one of the schemes programmed to be implemented as part of the West Yorkshire Plus Transport Fund programme before 2021. This focuses on improvements to seven of the thirteen roundabouts on a stretch from A1237/B1224 to A1237/Monks Cross/North Lane, and has Decision Point 3 (OBC) approval. It is acknowledged that whilst the scheme will deliver significant benefits, in order for more transformational change to be delivered, the route should be improved to dual carriageway standard. Funding is

identified for pre-feasibility work on transformational schemes as part of the original WY+TF schedule, with a total of £12.5m available. City of York Council has submitted a request for funding approval at Decision Point 2, in order to progress further modelling and pre-feasibility work to strengthen the strategic case for dualling of all or part of the carriageway.

- 2.9.2. The A1237 between the A64 at Askham Bar and A64 at Hopgrove forms the north west corner of the York Outer Ring Road and carries 35,000 vehicles daily. Numbers have increased significantly over the past 10 years (10% since 2012). Despite the road being subject to the 60mph national speed limit, the current average end to end journey time is over 30 minutes (for 10 miles), meaning average speeds are actually less than 20mph. Queue lengths extend across roundabouts, particularly the A19 and A59 intersections, causing significant additional delay on radial routes also.
- 2.9.3. Dualling of the YORR is considered crucial to enabling the successful implementation of York's Local Plan and future housing and employment growth aspirations of both the Leeds City Region and York. By undertaking this pre-feasibility work, City of York Council can develop a robust strategic case, which can be presented to DfT and other funding bodies to secure funding to develop the business case, and potential subsequent delivery.
- 2.9.4. Looking at the strategic case for the upgrade to dual carriageway standard now compliments the upgrade of roundabouts on the A1237 corridor through the WY+TF before 2021, and also enables that scheme to be future proofed. This pre-feasibility work also compliments the proposed RIS (Regional Investment Strategy) 2 Hopgrove A64 interchange upgrade scheme by Highways England.
- 2.9.5. The pre-feasibility work to develop the strategic case for dualling of the A1237 York Outer Ring Road has clear alignment with the LCR SEP, particularly priority 4 – Infrastructure for Growth (Transport and Services) – places will be connected by high quality transport and wider infrastructure that serves the needs of businesses and people. Movement between towns and cities will be easy and fast. Furthermore dualling of the A1237 has a clear strategic fit with the York, North Yorkshire & East Riding Economic Plan – 'A well connected economy' is a key priority identified, with objectives including fast reliable journeys between key centre; transport that underpins growth; and access to UK and international markets.

Costs

- 2.9.6. A funding approval of £295k from the WY+TF is now sought, in order to complete the required evidence base, modelling and assessment, which is necessary to develop the strategic case for upgrading the A1237 YORR to dual carriageway standard.

Timescales

- 2.9.7. This pre-feasibility work is due to be completed in mid 2018/19.

Project Responsibilities

Senior Responsible Officer: Neil Ferris, City of York Council
Project Manager: Tony Clarke, City of York Council
WYCA case officer: Rachel Jones, WYCA

Recommendations

- 2.9.8. That following a recommendation from the Investment Committee, WYCA approves funding of £295k for the York Outer Ring Road Dualling scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with York Council for expenditure of up to £295K from the West Yorkshire Plus Transport Fund.
- 2.10. **North Kirklees Orbital Route (Transformational Scheme) – Case Paper (Activity 2)**

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

Background

- 2.10.1. The North Kirklees Orbital Route (NKOR) is being considered for pre-feasibility funding under the Transformational Projects Criteria where funds are sought for strategic scoping, master planning and concept design as well as assess the contribution the scheme would make to the West Yorkshire/Leeds City Region economic growth.
- 2.10.2. The NKOR is a proposed 16.5km carriageway with the alignment proposed to follow the existing orientation of the A644 and A638 respectively and incorporate a new 9km section. The scheme will open up potential housing and employment development sites to promote new investment and employment opportunities in North Kirklees, delivering growth in an identified SEP spatial priority area and support wider City Region growth. Alleviating congestion on the A644/A638 strategic corridor will reduce transport barriers to development and the new road will open up potential development sites.
- 2.10.3. The scheme has a number of other key objectives including, providing an alternative route for traffic south of Dewsbury, thus improving Dewsbury town centre circulation by mitigating the severance of the existing A638 ring road. Reduce traffic through the Air Quality Management Area on the A644 by diverting through

traffic away from urban area and improving network resilience by providing alternative routing between Dewsbury, neighbouring towns and the strategic road network (via J25 of the M62 and J40 of the M1).

- 2.10.4. Kirklees Council have submitted an Expression of Interest and a Case Paper has been prepared. Both documents were presented to the PAT on 22 February 2017 recommending the pre-feasibility funding be approved.
- 2.10.5. Works under the Transformational Projects route would be to establish and understand the strategic case for a project. Promoting Authorities are clear that allocation of feasibility funding may not lead to projects being funded through the WY+TF. We would expect the feasibility undertaken to provide sufficient detail for a submission to other sources of funding.

Costs

- 2.10.6. A funding approval of £248k is now sought from the WY+TF to cover a forecast spend to undertake pre-feasibility design route options, review of evidence and identification of problems along the A644/A638 corridors, desk top analysis and other works streams to clarify the scale of scope of the proposed scheme.
- 2.10.7. These works will be undertaken under Pipeline Eligibility only, it is not proposed the scheme progresses beyond Activity 2.

Timescales

- 2.10.8. The project will undertake work streams identified during 17/18.

Project Responsibilities

Senior Responsible Officer:	Richard Hadfield, Kirklees Council
Project Manager:	Keith Bloomfield, Kirklees Council
WYCA Case Officer:	Jessica McNeill, WYCA

Recommendation

- 2.10.9. That following a recommendation from the Investment Committee, WYCA approves funding of £248k for the North Kirklees Orbital Route scheme to progress through Decision Point 2 to develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with Kirklees Council for expenditure of up to £248K from the West Yorkshire Plus Transport Fund.

3. Projects in Stage 2: Pipeline Development



3.1. WYCA’s Portfolio Information Management System (Activity 3 Outline Business Case)

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

Background

- 3.1.1. The project includes the implementation of a new IT Portfolio Information Management System (PIMS) using Microsoft’s Project Online/SharePoint Online software. The PIMS is a key system for the Portfolio Management Office (PMO) and will support and strengthen the Leeds City Region Assurance Framework as well as underpinning the enhanced project, programme and portfolio approach.
- 3.1.2. PIMS will provide functions such as folders to store and view documentation, a central repository for project information, a centralised way to view project summaries, standardised templates and dashboard, all accessible by Districts and partners.
- 3.1.3. Microsoft Project with SharePoint Online provides an out of the box solution that can be easily set up and will provide the organisation with the required functionality, negating the need for a bespoke system with its associated development and support costs. The solution will integrate with WYCA’s existing Microsoft products including SharePoint/Office 365 installations.

Costs

- 3.1.4. The total capital expenditure sought for the recommended option, including contingency is £150,000. There will be an on-going annual cost for licensing charges. Based on Microsoft’s current licencing arrangements, this is likely be in the region of £50,000 per annum (this cost has been based on 100 Premium licences). It is recommended that the licence costs be capitalised and funded as an overhead cost from the Portfolio Management Office costs (in turn funded from various capital funding streams and projects that WYCA are responsible for) from 2018/19 onwards.

Timescales

- 3.1.5. The full Business Case (which follows tendering and receiving costs from suppliers) will be completed in September 2017 with development and implementation expected to be complete by the December 2017. Following a period of soft launch it is expected that the first Phase will be live early 2018. Further development is likely to follow the initial go live and this work will be managed separately with new approvals as required.

Tolerances

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

- That costs remain within the £150K total project value
- That the key milestones for final approval of the Business Case (in September 2017), Development and implementation (by December 2017) with a full launch (in early 2018) are delivered with a maximum of 3 months of the target dates.

Recommendations

- 3.1.7. That following a recommendation from Investment Committee, WYCA approves:
- That the Portfolio Information Management System (PIMS) proceeds through Decision Point 3 onto Stage 2 Activity 5 (Full Business Case with Finalised Costs).
 - That an indicative approval to the total project value of £150k capital for the development of the system and £50k per annum on-going licence fee (the on-going licence fee will be required from 2018/19 onwards), to be funded as an overhead cost from the overall Portfolio Management Office costs, is given. Ultimate approval to spend will be granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
 - That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined above.

4. Projects in Stage 3 – Delivery & Evaluation



4.1 There are no schemes in Stage 3 – Programme Committed that require consideration by WYCA at this meeting.

5. Schemes proceeding directly to WYCA

5.1. The following scheme has proceeded directly to WYCA ahead of consideration by the Investment Committee due to the nature of the funding stream.

5.2. Pothole Action Fund

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

5.2.1. Procedure Standing Orders - Access to Information

It has not been possible to provide the statutory 28 days’ notice of the following key decision being considered for the reasons stated in paragraph 5.2.2 below. However, this item will be taken under the rules of General Exception (Procedure Standing Orders – Access to Information) and the Chair of the Overview & Scrutiny Committee has been notified accordingly and a decision notice published.

5.2.2. It was not considered that the Pothole Action Fund qualified as a scheme which required assurance as part of WYCA’s Assurance Process, due to the DfT’s pre-determined allocation and requirement of WYCA to passport the funding directly to the District Councils. However, in order to allocate funds to the District Councils, an expenditure approval from WYCA is required. Consequently, it has been identified that this expenditure approval qualifies as a Key Decision. However, due to time pressures involved in approving the fund, it has not been possible to provide the required 28 days’ notice of the decision on the WYCA website.

5.2.3. In March 2017, the DfT confirmed allocations to West Yorkshire District Councils of the Pothole Action Fund for 2017/18. Previously pothole funding was paid directly to Districts but following a change to DfT arrangements, the total funding of £2.231m will now be paid to West Yorkshire Combined Authority to be distributed to the Districts to the formulae / allocations specified by the DfT.

Recommendation

5.2.4. WYCA is asked to approve £2.231m funding for the Pot Hole Action Fund, which will be funded from the DfT’s allocation to WYCA.

6. Financial Implications

6.1. The following schemes will be funded from the WY+TF:

- West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road
- West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling
- West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route

6.2. WYCA's Portfolio Information Management System will be funded as an overhead cost from the overall Portfolio Management Office costs.

6.3. The Pothole Action Fund, will be funded from DfT's allocation to WYCA.

7. Legal Implications

7.1. The payment of any funding received through the Local Growth Deal or WY+TF to any partner will be subject to a funding agreement being in place between the WYCA and the partner in question.

8. Staffing Implications

8.1. None arising from this report.

9. Recommendations

West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road

9.1. That following a recommendation from the Investment Committee, WYCA approves funding of £284k for the Wakefield South Featherstone Link Road scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with Wakefield Council for expenditure of up to £284K from the West Yorkshire Plus Transport Fund.

West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling

9.2. That following a recommendation from the Investment Committee, WYCA approves funding of £295k for the York Outer Ring Road Dualling scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with York Council for expenditure of up to £295K from the West Yorkshire Plus Transport Fund.

West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees
Orbital Route

- 9.3. That following a recommendation from the Investment Committee, WYCA approves funding of £248k for the North Kirklees Orbital Route scheme to progress through Decision Point 2 to develop a Strategic Case for the Transformational Project. In addition, that WYCA enter into a Funding Agreement with Kirklees Council for expenditure of up to £248K from the West Yorkshire Plus Transport Fund.

WYCA's Portfolio Information Management System

- 9.4. That following a recommendation from Investment Committee, WYCA approves:
- (i) That the Portfolio Information Management System (PIMS) proceeds through Decision Point 3 onto Stage 2 Activity 5 (Full Business Case with Finalised Costs).
 - (ii) That an indicative approval to the total project value of £150k capital for the development of the system and £50k per annum on-going licence fee (the on-going licence fee will be required from 18/19 onwards), to be funded as an overhead cost from the overall Portfolio Management Office costs, is given. Ultimate approval to spend will be granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
 - (iii) That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined above.

Pot Hole Action Fund

- 9.5. That WYCA approves the £2.231m for the Pot Hole Action Fund, which will be funded from the DfT's allocation to WYCA.

10. Background Documents

- 10.1. None.

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Directors: Rob Norreys, Director of Policy, Strategy & Communications and Ruth Redfern, Project Director for Inclusive Growth
Author: David Walmsley



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: A city region policy and funding framework for inclusive growth

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

1. Purpose

- 1.1 To seek agreement of WYCA to, in principle, broaden its policy remit to ensure it can make a positive impact on both direct and indirect drivers of inclusive growth. This has the consequence that a broader range of investment interventions might be considered for WYCA investment, subject to there being available funding and due process with broader criteria about the full range of positive benefits.

2. Information

- 2.1 The Strategic Economic Plan (SEP) sets the city region’s strategic vision and, through four pillars¹, the direction of transformative investment that will build the conditions for growth. These plans have secured the backing of government, who have committed £516.35m through three growth deal rounds between 2014 and 2017.
- 2.2 While the SEP has a broad range of ‘good growth’ measures, the particular growth deals that follow – in accordance with government guidance² - focus on creating new jobs and homes. This follows through into the prioritisation criteria³ for proposals put forward by local authorities, colleges and other partners. Growth Deal funding is fully committed against specified projects and programmes. While there is some local freedoms and flexibility, any significant changes to the agreed programme must be notified to government, explaining the rationale.

¹ The four pillars are: Growing Business; Skilled People, Better Jobs; Clean Energy and Environmental Resilience; and Infrastructure for Growth.

² <https://www.gov.uk/government/publications/growth-deals-initial-guidance-for-local-enterprise-partnerships>

³ This is built in to the LCR Single Assurance Framework, agreed by the WYCA and LEP Board in February 2017

2.3 In response to growing concerns about living standards, the WYCA and LEP Board initiated an inclusive growth project in autumn 2016. This followed increased in-work poverty, feelings of disconnection from public decision-making and that the benefits and consequences of globalisation have been shared unfairly. The project has five outcomes:

- i. Reduce the number of people in poverty by 20%;
- ii. Increase earnings of workers at the 20th percentile of the earnings distribution faster than those at the median;
- iii. Triple the number of inclusive / anchor organisations;
- iv. Reduce the employment rate gap for all disadvantaged groups (e.g. disabled people, BME) by half;
- v. Reduce the attainment gap for disadvantaged groups at different stages of the life course e.g. pupils eligible for free school meals, pupils / students in deprived wards.

2.4 The project has brought together city region authorities, business, voluntary and community groups and has established ten workstreams, with the goals of:

- i. Recognising that growth is a social system, not an economic machine;
- ii. Listen to authentic voices and lived experience of those not benefiting or able to contribute to inclusive growth. Create an inclusive growth programme that makes a tangible difference to their lives;
- iii. Create more good jobs with security, opportunity for progression, and paid at least the living wage, that are accessible to everyone with the potential to work, including the most disadvantaged groups;
- iv. To achieve robust and consistent standards of practice, policy and process in our approaches to alleviate and mitigate the impacts of poverty and inequality;
- v. Create the environment where all children from low income backgrounds succeed in school;
- vi. Maximise the power of anchor institutions as inclusive organisations;
- vii. Creating a diverse housing offer of tenure, size, shape and cost;
- viii. Foster connections within communities to create and implement locally led economic and social solutions, increasing business start-ups and survival in deprived neighbourhoods and encouraging community entrepreneurs;
- ix. Invest in early intervention and prevention wherever possible;
- x. Create socio-economic policies, making the connections, recognising that health, social care, careers, culture and the arts are part of our inclusive growth evolution;
- xi. To significantly improve productivity levels to improve market competition by focusing on people powered solutions, understanding that 'good work' comes from a workforce that is well managed, supported, reasonably paid and well led;
- xii. Develop a place based industrial strategy that delivers inclusive growth, making the most of powers WYCA and local authorities already have, and calling on government to ensure we have the powers, functions and funding to deliver our objectives.

- 2.5 Specifically, the inclusive growth project is in the process of delivering:
- Refocused WYCA activity, reorienting established services to make a bigger impact for those suffering the greatest disadvantage. For example, the enterprise adviser offer for schools will focus on children in the most deprived communities and 6,000 of our most deprived young people will have an enhanced offer, ensuring they have meaningful contact with employers to help shape their career choices;
 - A business led people-powered productivity model;
 - Utilisation of our economic assets, an enhanced procurement deal with business, developing anchor institutions/inclusive organisations that lever in the capacity of the supply chain, protect lower paid workers and regard poverty as a protected characteristic;
 - Increased business start-up and survival in deprived neighbourhoods and amongst excluded groups;
 - A clearly understood and effective set of indicators that will underpin all our decision making and practical action from strategy and policy to impact assessments, action planning and portfolio management.
- 2.6 The recent Queen’s Speech confirmed government’s intention to “*spread prosperity and opportunity across the country through a new modern industrial strategy*”. More productive firms are the only effective way for wages and living standards to increase sustainably. Government’s commitment follows its spring consultation, where the city region put tackling the productivity gap at the heart of its industrial strategy. There are two aspects to this:
- i. The city region being on the front foot with policy interventions about direct and indirect determinants of growth and productivity. This will increase business competitiveness and good work so the benefits are shared fairly across society; and,
 - ii. Having the requisite finances and powers necessary to deliver those transformations.
- 2.7 On the first aspect, the city region has many ingredients of a strong, front-footed industrial strategy position to improve competitiveness and ensure the benefits are shared fairly. The LEP Board resolved in the spring to note proposals to review and refresh the SEP/Industrial Strategy and, following work to update the evidence base, will consider the matter further in September.
- 2.8 The refresh will result in **a single, bold top-level city region strategy owned by both the LEP and Combined Authority, with inclusive growth at its core**. This will guide decision-making over a strategic programme of activity tailored to inclusive growth. A Steering Inclusive Growth Group (SIGG) has already been established with representatives from business, different tiers of education, voluntary and faith groups. The proposal is for this Group to be formalised into an advisory Panel to the WYCA and LEP Board, possibly with a wider public service remit to tackle poverty. All

Panels will continue to be responsible for driving the inclusive growth outcomes of the single, top-level strategy set by the LEP Board and WYCA.

2.9 The approach to a bold city region industrial strategy incorporates:

- Refreshed bottom-up district growth strategies identify the local interventions to foster growth, including effective spatial planning and education systems;
- The current Strategic Economic Plan and delivery of the £516m growth deal programme across the city region;
- Opportunities to better recognise the contribution that indirect determinants of growth make to a more productive and fairer society. This covers, for example, stronger recognition of the contribution of cultural, arts and sporting assets to a high quality of life and ensuring the city region retains its status as an attractive and influential place;
- Working across the North to improve inter-regional connectivity and capitalise on the international appeal of the Northern Powerhouse.

Each element is important in its own right, but partners believe there is added value in bringing together activity that is best pursued at the city region level to allow for more strategic and effective decision-making.

2.10 The second aspect - funding and powers – is more challenging. The WYCA and LEP Board have an agreed policy position calling for a significant single pot subject to local control. Currently, city-region funding streams comprise:

- Growth Deal – 100% capital investment targeted at new jobs and homes, allocated against agreed programmes with changes requiring notification and explanation to officials;
- European funds, where the local ESIF Committee has influence over the calls made by UK government departments. As the UK exits the EU, government is considering its approach to repatriated funding – and is consulting on how a UK Shared Prosperity Fund might help rebalance growth and prosperity across the UK, as well as contributing to deficit reduction.
- Other funding, including receipts from the city region business rates pool, growing places fund and commercial investments in the Revolving Investment Fund.

This picture portrays several serious challenges. First, the aggregate investment is significantly below that in other major English city regions (see fig. A). Second, the degree of local control is significantly less than other major city regions. Third, the exceptionally high level of capital funding means there is too little revenue to support proposals (particularly that aren't part of the SEP/Growth Deal). Fourth, there are insufficient local fiscal powers to rebalance this.

Figure A – Approximate total of delegated and devolved funding⁴ provided by government to Combined Authority areas per head of population (2014 – 2017)

Combined Authority area	Funding (£/head)
Greater Cambridgeshire, Greater Peterborough	£1,292
West of England	£1,288
Sheffield City Region (South Yorkshire)	£938*
Tees Valley	£860
Liverpool City Region	£806
Greater Manchester	£760
West Midlands CA	£675
Leeds City Region (West Yorkshire CA)	£303**

* Assumes South Yorkshire authorities implement the SCR deal. The gainshare element is not yet being paid (so current amount in Growth Deals only is £271/head).

** Unlike funding elsewhere (all a mix of revenue/capital), this is all capital and committed so any additional schemes must replace things that had already been agreed.

- 2.11 There may also be opportunities for partners to pursue fiscal freedoms. For example, places might agree arrangements with government to tackle poverty or social/economic exclusion, where avoided costs (such as welfare savings) and reduced demand are used to fund preventative work.
- 2.12 Work is underway to review and – as far as possible – align these funding streams so the WYCA / LEP are able to use their investment to make the greatest possible impact on inclusive growth, quality of life and the standing of the city region. This work will be tailored according to the steer from WYCA about its policy range, with possible future decisions about assurance criteria.

3. Financial Implications

- 3.1 The purpose of this report is to agree to re-orientate financial decision-making so that it better takes account of the needs for the city region’s economy to be one that

⁴ This comprises three rounds of Growth Deal, devolution gainshare monies and other devolved investment or transformation funds. It does not include funding streams where devolved areas more influence – such as skills budgets or work/health programmes. Numbers are approximate as several areas have overlapping LEPs where it is impossible to disaggregate funding for different parts of the LEP that are within/outside the CA area. Assumptions are consistent.

grows even more, and is more effective at sharing this growth fairly to address poverty and inequality.

- 3.2 While there are no immediate and direct financial implications arising as a result of this report, without further investment or significant changes to fiscal powers, it is likely that WYCA will have insufficient resources to fund a interventions for its extended policy range.

4. Legal Implications

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

5. Staffing Implications

- 5.1 Broadening the WYCA's range requires capacity and expertise from WYCA, local authorities and other partners. This can largely be provided within existing resources, subject to (i) ongoing organisational redesign and (ii) cooperation and support from partners (including universities, local authorities, government departments, business groups, etc.).

6. External Consultees

- 6.1 The content of this report has been subject to discussion with the Chair of the Investment Committee and Inclusive Growth Steering Group, and LEP Board Chair.

7. Recommendations

- 7.1 That WYCA:
 - 7.1.1 Agrees, in principle, to broaden its policy remit to ensure it can make a positive impact on factors that drive inclusive growth.
 - 7.1.2 Agrees to formalise the Steering Inclusive Growth Group (SIGG) into an Inclusive Growth Panel, with a further report to the Combined Authority to set an appropriate remit over public services and tackling poverty.
 - 7.1.2 Agree in principle to review WYCA programmes to take account of inclusive growth, subject to the conditions on delegated funding.
 - 7.1.3 Further notes that currently, funding streams are likely to prove insufficient and inflexible to resource a wider range of city region investment interventions. WYCA, therefore, seeks to maximise resources (e.g. Shared Prosperity Fund) and secure more freedoms over in year spending.

8. Background Documents

8.1 The following background documents have influenced / are cited in this report:

- LEP Board (17 May 2017) – Industrial Strategy response and SEP refresh presentation
- WYCA / LEP Board (21 March 2017) – response to Industrial Strategy green paper
- WYCA (1 December 2017) / LEP Board (23 November 2016) – Ensuring Good Growth Benefits All - initiating a city region inclusive growth project
- WYCA (all) / LEP Board (all) – growth deal update;
- WYCA (2 February 2017) / LEP Board – agreement of single appraisal framework

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Director: Rob Norreys, Director of Policy, Strategy and Communications
Author: Steve Heckley



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Transport Strategy adoption

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

1 Purpose

1.1 To seek WYCA approval to adopt the West Yorkshire Transport Strategy.

2 Information

2.1 The West Yorkshire Combined Authority (WYCA) is the Local Transport Authority ('LTA') for West Yorkshire, with a statutory duty to produce and keep under review a Local Transport Plan, in accordance with the Local Transport Act 2008, Section 109.

2.2 WYCA has previously agreed to update and replace the existing West Yorkshire Local Transport Plan (WYLTP), which was adopted in 2011, with a new, long term Transport Strategy. WYCA delegated oversight of the technical work to develop the Transport Strategy to the Transport Committee, with progress reports provided by Transport Committee to the WYCA.

2.3 The transport and governance landscape has changed significantly since the 2011 adoption of the WYLTP, for example:

- WYCA and Transport for the North have both been created.
- Government has decided that HS2 is coming to Leeds.
- New Northern and Transpennine franchises have been let.
- The NGT Trolleybus scheme has been cancelled by DfT.
- The Bus Services Act has been developed and achieved royal assent; and
- WYCA has adopted and is delivering the Strategic Economic Plan as the overarching policy document for the Leeds City Region.

- 2.4 The Transport Strategy covers the geography of West Yorkshire but recognises the importance of the wider Leeds City Region, and that people and goods travel longer distances across administrative boundaries. The Transport Strategy is set in the context of the Leeds City Region Strategic Economic Plan and Transport for the North's Strategic Transport Plan for the North, and is a necessary first step in providing a refreshed, high level statement of transport policy intended to provide the framework for the further development of detailed strategy and investment programmes by WYCA and partners. The Transport Strategy will also be used to influence national and regional decisions.
- 2.5 This new strategy is an opportunity to set out a vision for the role of transport in the future of the city region. To transform the region's economy and deliver inclusive growth we need to better connect the North into a single economic area and we need the transport system within West Yorkshire to provide the essential local and regional connectivity. Transport should not be a barrier to people accessing jobs, to businesses choosing to invest here and to improving the health of our residents and visitors. Improvements in transport can and should be a catalyst for change across all these objectives.
- 2.6 The vision for our transport network is one that provides fast, efficient, affordable and easy to use connections between the places people want to go and a network that improves air quality and health by giving people a real choice of sustainable modes of travel. If we achieve this:
- The region would become known for the quality of the experience it offers all transport users, the quality and liveability of its places and as a great, safe place for cycling and walking;
 - People who live and work in the region will be healthier, happier and more productive;
 - Our focus on inclusive growth will make a tangible difference to disadvantaged communities and individuals.

Consultation

- 2.7 During the development of the Strategy there has been extensive engagement with partners and stakeholders, together with two rounds of public consultation. In 2015, WYCA sought comment on the headline vision and themes of the Strategy, and in 2016 WYCA sought responses to a draft Strategy including a detailed set of policy proposals which had been endorsed by Transport Committee and reported to the WYCA meeting of 28 July 2016.
- 2.8 The 2016 consultation showed generally high levels of support for the overall approach and policy proposals. A report of the analysis of consultation responses has been published on the WYCA website. The outcomes of consultation have been considered by Transport Committee, and the Transport Strategy updated to reflect comments received.

The Transport Strategy

- 2.9 As reported to the WYCA meeting of 28 July 2016, the policies contained in the Transport Strategy has been developed around a set of core themes. The six proposed core themes of the Transport Strategy are;
- Inclusive Growth, Environment, Health and Well-being;
 - Road Network;
 - Places to Live and Work;
 - One System Public Transport;
 - Smart Futures;
 - Asset Management and Resilience.
- 2.10 The Transport Committee meeting of 7 July 2017 endorsed amendments to the Consultation draft of the Transport Strategy, to:
- Strengthen statements of ambition for each of the core themes of the strategy;
 - Emphasise the central consideration of customer experience;
 - Rationalise policy proposals and statements for clarity;
 - Stretch the mid-term targets for the first 10 years of the Strategy for increasing train and cycle trips;
 - Update the Strategy to align with national and local policy developments since publication of the consultation draft of the Transport Strategy, including the government's consultation on their Industrial Strategy and the national and local focus on Inclusive Growth.
- 2.11 It is our focus on Inclusive Growth, developing the expectation of 'Good Growth' first identified in the Strategic Economic Plan, which can set our region apart from comparable regions and Combined Authority areas. A proposed approach to Inclusive Growth is set out in a separate report (Item 7) to this Committee and will be developed over the coming months, but it is well understood that our transport policies, strategies and investment programme can make a positive contribution to including all communities, and particularly the more disadvantaged, in experiencing the full benefits of economic growth. Our approach to air quality can also make a significant improvement to the living conditions and health of our residents with particular benefits for our more disadvantaged communities. The finalisation of the Transport Strategy gives more prominence to the themes of inclusive growth and air quality.
- 2.12 In endorsing amendments to the Transport Strategy, Transport Committee agreed that the document proceeded with a recommendation to adopt to the WYCA.
- 2.13 A copy of the draft version of the Transport Strategy document proposed for adoption can be viewed online via <http://www.westyorks-ca.gov.uk/transport->

[strategy/](#) , and a hard copy will be made available to Members. This draft document has not yet been subject to copy-writing to provide consistency and clarity of language, or re-formatting, re-design and addition of art work quality photographs and graphics to finalise the document's appearance for publication. It is proposed that work to prepare the full document and an Executive Summary for publication follows adoption by WYCA of the Transport Strategy.

Further work

- 2.14 The Transport Strategy provides a high level statement of policy. This is not the end of the process and further work will be needed to develop the detail of how these policies can be implemented. The Transport Strategy also recognises that each of the partner authorities has its own unique mix of place, economic vision, opportunities and needs, and transport challenges. This means that while there are common transport objectives and themes that will be assisted by a consistent West Yorkshire policy framework, there is unlikely to be a 'one size fits all' fix so it is envisaged that partner authorities will need to be flexible in their approach to implementation. Transport Committee will continue to have oversight of further work, which will include work to:
- Develop the understanding of our transport connectivity requirements for our important economic places across the city region, including our approach to mass transit;
 - Develop the role of specific modes of transport e.g. cycling and walking and rail
 - Develop the detailed approach to delivering the desired social, environmental and public health benefits through e.g. better air quality and local safety and accessibility improvements;
 - Develop a full set of indicators and targets for the full plan period that will be used to measure the performance of WYCA in delivering the Transport Strategy

3 Financial Implications

- 3.1 There are no direct financial implications as a result of the adoption of the Transport Strategy, but costs associated with delivery of the strategy will be identified through the process of developing Implementation Plans for the Strategy.

4 Legal Implications

- 4.1 Terms of Reference set out that Transport Committee is responsible for the development of the Transport Strategy and WYCA is responsible for adoption of the strategy. At the meeting on 7 July 2017, Transport Committee recommended that following the substantial public consultations, WYCA adopt the Transport Strategy, setting out the vision and transport policies for West Yorkshire the next 20 years.
- 4.2 The adoption of the Transport Strategy satisfies the statutory duty for WYCA, as the Local Transport Authority, to produce and maintain a Local Transport Plan for West Yorkshire.

5 Staffing Implications

5.1 The development of the Transport Strategy has been overseen by WYCA Transport Policy Team.

6 External Consultees

6.1 The development of the Transport Strategy has been subject to substantial public and stakeholder consultation with this feedback included within the strategy.

6.2 The Transport Strategy has been developed in conjunction with key partners:

- Politicians – via workshops with Transport Committee members and Portfolio Holders to set the vision, objectives, core themes and policies;
- Chief Executives - to confirm local and collective aspirations and emerging policies;
- Heads of Transport – leading the development of core themes e.g. Bradford (Places), Kirklees (Road Network), Wakefield (Asset Management) and Leeds (Environmental cross cutting theme); and,
- A Key Stakeholder Reference Group, with representatives of the transport and freight industries, Public Health England, academics and interest groups.

7 Recommendations

7.1 That WYCA adopts the Transport Strategy, which sets out the high level vision and policy aspirations for the Transport system for the next 20 years.

7.2 That a decision on the final appearance and any minor amends of the Transport Strategy for publication is delegated to the WYCA Managing Director in consultation with the Chair of the Transport Committee.

8 Background Documents

8.1 None.

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Director: Rob Norreys, Director of Policy, Strategy and Communications
Author: Tom Gifford



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Bus Strategy adoption

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

1 Purpose

1.1 To seek WYCA approval to adopt the West Yorkshire Bus Strategy.

2 Information

2.1 To support the development of the Transport Strategy (see Agenda Item 8), WYCA also has been developing, with Local Authorities and Operators, a new, long term Bus Strategy to set the ambition and policies for the Bus System for the next 20 years. Bus is an integral element of the broader West Yorkshire Transport Strategy and the Leeds City Region SEP. Detailed development of the Bus Strategy has been delegated from WYCA to Transport Committee and over the last 24 months, Transport Committee has overseen the development of the Strategy.

2.2 As with the Transport Strategy, the Bus Strategy covers the geography of West Yorkshire but recognises the importance of the wider Leeds City Region, and that people and goods travel longer distances across administrative boundaries. The Bus Strategy is set in the context of the Leeds City Region Strategic Economic Plan and will also be used to influence national and regional decisions.

2.3 The proposed version of the Bus Strategy to be adopted is available online (http://www.westyorks-ca.gov.uk/Transport/Bus_Strategy/). This includes a summary document, attached at **Appendix 1**, as well as a number technical appendices. This Bus Strategy sets out that:

Bus is a fundamental and significant component in the delivery of a modern, integrated inclusive transport network for West Yorkshire. Each week people in West Yorkshire make almost 3 million journeys on local bus services, making them the most highly used form of public transport. Buses take people to work; to

school, college and university; to hospital; to shops; and to a range of social and leisure activities across West Yorkshire. In addition to the economic benefits, the bus is an effective tool of social policy for delivering inclusive growth. Vulnerable and socially disadvantaged groups in society are often the most reliant on bus networks. Bus services are fundamental to providing the jobless with access to work; young people to education and training; and providing a way out of social isolation for older and disabled people.

Our goal is to create the best bus system in Europe, where catching the bus in West Yorkshire is an attractive and natural choice for everyone. Delivering this step change is fundamental to helping to realise the ambitious economic growth targets for West Yorkshire and the City Region. To realise this, the vision for the West Yorkshire Bus Strategy is:

“To create a modern, integrated and innovative bus system which puts customer first and contributes to the delivery of West Yorkshire’s economic, environmental and quality of life ambitions as set out in the Strategic Economic Plan and the West Yorkshire Transport Strategy”

- 2.4 The Strategy sets the ambition as targeting 25% patronage growth from 2016 levels, over the next 10 years, but given the level of housing and employment growth forecast, it is not unfeasible to target even higher levels of bus patronage. In addition, bespoke analytical economic research undertaken to value the Bus Strategy has demonstrated that this level of patronage growth is achievable and that delivery of these policies has the potential to lead to an economic uplift to the Region’s economy of £455million over a 20 year period.
- 2.5 This ambition to grow the bus system needs to take into account the increasing financial pressures both on the private and public sectors delivering the bus system. This new Bus Strategy provides the opportunity to look at more innovative options to meeting the mobility needs of the City Region.

Consultation

- 2.6 WYCA is committed to working closely with District Authorities, bus operators, stakeholders and the public to help shape and deliver improvements to the bus system. The development of the West Yorkshire Bus Strategy has been informed by local and national policies and also through support from District Authorities, Bus Operators, local businesses and other key stakeholders. This adopted version of the West Yorkshire Bus Strategy follows a series of consultation phases.
- 2.7 After each consultation phase, the results were analysed and full consideration was given to the views expressed. Each phase of consultation has informed the development of this adopted version of the West Yorkshire Bus Strategy and the consultation reports for each stage are included as appendices to the consultation.

Delivery of the Strategy

- 2.8 The first steps in the delivery of the Bus Strategy has already commenced, the Bus 18 partnership with bus operators is seeking to deliver benefits to passengers in the early years of the strategy. The opening of the new Temple Green P&R site in June 2017 is already proving successful. The £173.5m of funding allocated by the Department for Transport to improve public transport in Leeds is focused on developing the City's bus service to meet the aspirations of our Bus Strategy. In addition to this, Transport Committee at the February meeting approved £875,000 towards the Bus Strategy Delivery Programme. Operators are also delivering new vehicles which meet the latest emissions standards across the Region.
- 2.9 These are only the initial steps in delivering the strategy; the Bus Services Act 2017 and devolution will provide the City Region with the powers to enable the delivery of the full Bus Strategy. In the medium/longer term, decisions regarding how the West Yorkshire Bus Strategy is delivered will be developed in the context of the new legislative powers available to this region through the Bus Services Act and in taking into account the performance of the current partnership. The main consideration will be determining whether the partnership is delivering the objectives and vision of the West Yorkshire Bus Strategy.

3 Financial Implications

- 3.1 There are no financial implications as a result of the adoption of the Bus Strategy, but the adopted strategy will form a key part the policy framework in the development of future strategies and schemes, which will have future financial implications.

4 Legal Implications

- 4.1 Terms of Reference set out that Transport Committee is responsible for the development of the Bus Strategy and WYCA is responsible for adoption of the strategy. At the meeting on 7 July 2017, Transport Committee recommended that following the substantial public consultations, WYCA adopt the Bus Strategy, setting out the vision and policy aspirations for the Bus System for the next 20 years.
- 4.2 The adoption of the Bus Strategy as a daughter document to the Transport Strategy satisfies the statutory duty for the WYCA, as the Local Transport Authority, to produce and maintain a Local Transport Plan for West Yorkshire.

5 Staffing Implications

- 5.1 The development of the Bus Strategy has been overseen by WYCA Transport Policy.

6 External Consultees

- 6.1 The development of the Bus Strategy has been subject to substantial public and stakeholder consultation with this feedback included within the strategy.

7 Recommendations

- 7.1 That WYCA adopts the Bus Strategy, which sets out the vision and policy aspirations for the Bus system for the next 20 years.

8 Background Documents

- 8.1 None.

WEST YORKSHIRE BUS STRATEGY 2040



Agenda Item 9
Appendix



This document has been developed by West Yorkshire Combined Authority with support from the West Yorkshire District Councils, plus bus operators Arriva, First West Yorkshire & Transdev.

July 2017: version for adoption by WYCA

Foreword

Buses are vital to West Yorkshire, its people, its business and its economy. Each week people in West Yorkshire make over 3.5 million journeys on local bus services, making them the most highly used form of public transport. Those journeys link them to jobs, education, training, shopping and vital health services. Buses also provide essential connections with friends and family, for days and evenings out.

If we are going to achieve the ambitious levels of inclusive economic growth we have set for West Yorkshire and the City Region, an improved bus system is vital.

Our goal is to create the best bus system in Europe, where catching the bus is an attractive and natural choice for everyone. This will take time, but by working with our partners and customers, the Combined Authority wants to develop a modern, integrated and innovative bus system, which we can all be proud of. The purpose of the West Yorkshire Bus Strategy is to set out what we want West Yorkshire's bus system to achieve between now and 2040.

In 2016, we consulted widely on a proposed strategy for buses and received over 3,600 responses. We have incorporated this feedback into a final strategy which is summarised in this updated document. The full strategy document can be seen on our website, alongside details on the responses to the consultation, just visit: https://www.westyorks-ca.gov.uk/Transport/Bus_Strategy

Delivery of the Bus Strategy has now commenced, our Bus 18 partnership with bus operators is seeking to deliver benefits to passengers in the early years of the strategy. The £173.5m of funding allocated by the Department for Transport to improve public transport in Leeds is focused on developing the City's bus service to meet the aspirations of our Bus Strategy. These are only the first steps, the Bus Services Act 2017 provides the City Region with new powers which we will use to deliver our ambitions to create the best bus service in Europe.



Clr Keith Wakefield
Chair of Transport
Committee WYCA



Roger Marsh
Chair of the LEP

Who we are and how the buses are run

What is the West Yorkshire Combined Authority (WYCA)?

WYCA was formed in April 2014 and has responsibility for Transport, Economic Development and Regeneration in the five West Yorkshire Districts: Bradford, Calderdale, Kirklees, Leeds and Wakefield.



Metro is the transport brand owned by WYCA



The LEP is a public-private partnership, responsible for driving business-led economic growth across Leeds City Region. WYCA is its accountable body.

Who runs the bus services in West Yorkshire?

West Yorkshire's buses are run by around 40 private companies who decide the majority of routes and timetables, and set fares for them. Arriva, First and Transdev run around 90% of all these services.

WYCA does not run any of the buses but it does contract bus companies to run around 15% of the county's bus services - those which are important to people but don't make much money.

Further information on how the bus system currently operates can be found in chapters 1 and 2 of the main Bus Strategy document.

When we talk about the bus system we mean all aspects of bus travel including vehicles, tickets, highways, infrastructure, information and how both we and the bus companies communicate with you.

① The West Yorkshire Bus Strategy has been produced as part of the wider West Yorkshire Transport Strategy. The Transport Strategy builds upon the transport element of the Leeds City Region Strategic Economic Plan (SEP). The SEP sets out WYCA's long-term vision for the Leeds City Region economy. For more information please visit www.westyorks-ca.gov.uk/transport-strategy



driven by buses in
West Yorkshire
each year



miles of roads in
West Yorkshire



bus journeys in
West Yorkshire
each year

Recent achievements

We have worked with bus companies and district councils to introduce a number of bus initiatives, including:

- YourNextBus - our live mobile timetable information which is used over 3,740,000 times per month via apps, SMS and mobile internet
- Castleford's award winning new £6m Bus Station, which opened in 2015
- Elland Road Park & Ride - around 800 cars are parked there Monday to Saturday. We are expanding to meet growing demand, and opened a new site, Temple Green Park & Ride, in June 2017
- MCard, the smart multi-operator ticket scheme - used for around a third of all West Yorkshire bus trips, or around 1.1 million journeys per week
- Introduction of smart phone technology to provide real-time information at all West Yorkshire bus stops
- Continued investment into vehicles by bus companies to make them attractive and accessible - the majority now have low floors and 97% are now fitted with smart ticketing machines



The vision for buses

In order to create the best bus system in Europe, our vision is:

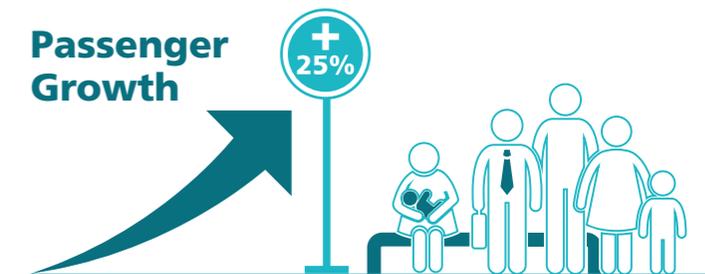
To create a modern, integrated and innovative bus system, which puts customers first and contributes to the delivery of the economic, environmental and quality of life ambitions as set out in the Strategic Economic Plan and the West Yorkshire Transport Strategy.

Objectives for the Bus Strategy:

- To enable economic growth in West Yorkshire by improving connectivity to areas of economic opportunity
- To realise environmental aspirations, including significantly reducing local emissions
- To support local communities by improving access to health services, education, employment, leisure and retail destinations

To deliver these objectives we need to ensure customers are consistently put first and their rising expectations are met. The strategy must create a safe and secure environment for all. We also need to make sure that the West Yorkshire bus system, as set out in the main Bus Strategy document, is financially sustainable in the long term.

The Bus Strategy sets the target to grow the number of bus passengers by up to 25% over the next ten years.



Target to grow the number of bus passengers over the next 10 years

Further information on the Vision, Objectives and Target can be found in chapter 5 of the main Bus Strategy document.

Your feedback so far

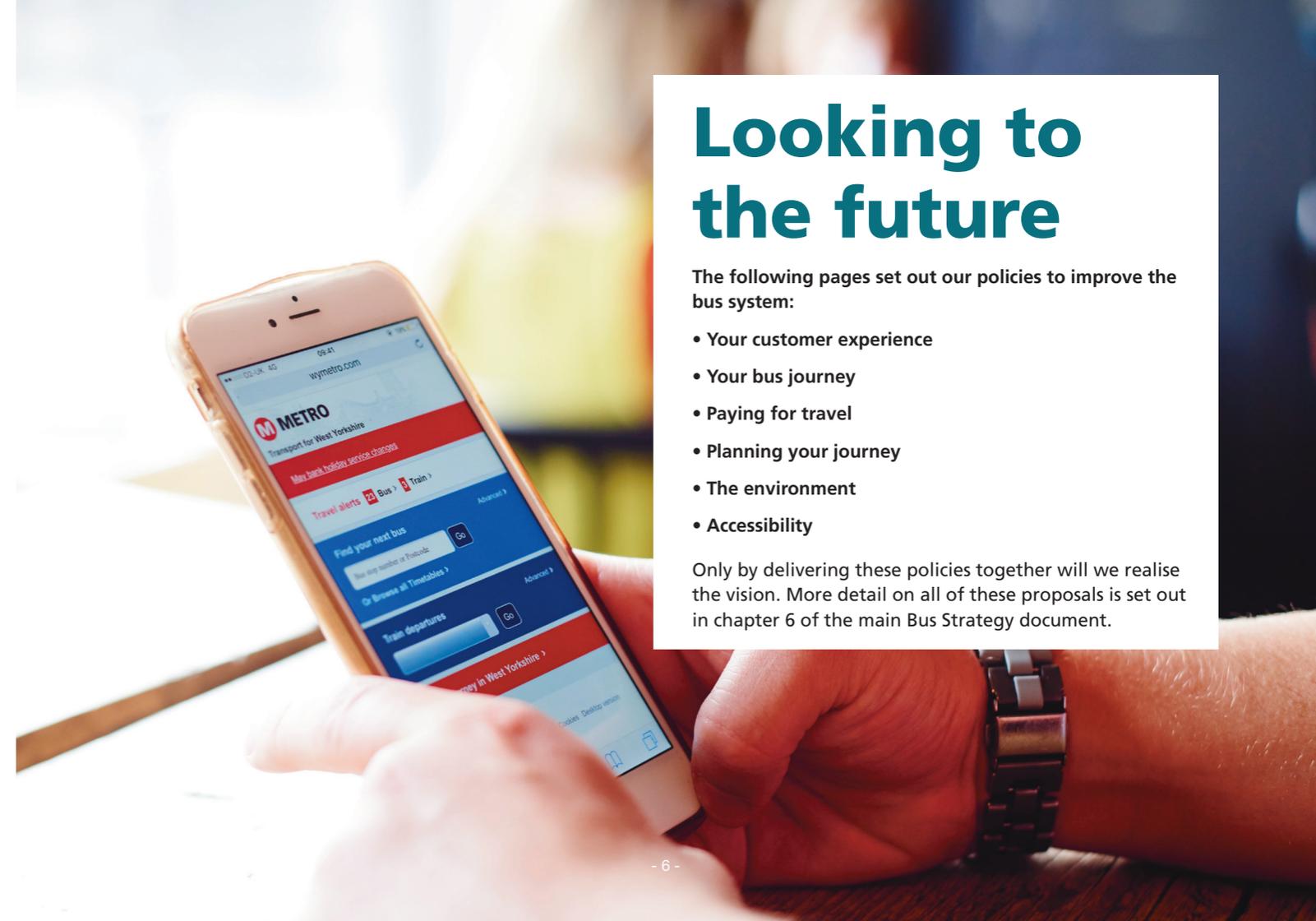
87% of people who use buses in West Yorkshire are satisfied by their experiences*. We hear lots of good things about the buses, but we know there are still issues to address.

Some passengers have told us that:

- Travel by bus is not always a satisfactory quality experience
- Buses don't always run to timetable, and occasionally fail to turn up at all
- Buses can take a long time to reach their destination
- The bus network is complicated and difficult to understand, which makes it hard to work out which bus or buses to catch
- It can be hard to know which bus tickets/passes offer best value for money
- Bus travel information can be inconsistent and/or not always easily available
- It is difficult for customers to understand who operates their bus service, what WYCA does, who to contact if things go wrong, or how to provide feedback
- Some buses are old and their exhaust emissions can be harmful
- The bus system is not accessible for all customers and communities



*Transport Focus Bus Passenger Survey, Autumn 2015 – overall satisfaction with buses in the West Yorkshire area



Looking to the future

The following pages set out our policies to improve the bus system:

- Your customer experience
- Your bus journey
- Paying for travel
- Planning your journey
- The environment
- Accessibility

Only by delivering these policies together will we realise the vision. More detail on all of these proposals is set out in chapter 6 of the main Bus Strategy document.

Your customer experience

Our policy is to provide consistent and excellent customer service across the bus system

Creating a modern customer experience, which encourages trust, confidence, and long term loyalty is fundamental.

To achieve this we propose:

- Providing drivers with the necessary training and means to consistently meet customer expectations whilst undertaking this challenging front line role as we recognise that drivers are critical to the customer experience
- Introducing a single customer portal for the whole West Yorkshire bus system where customers can obtain advice and assistance on any bus related matter
- Investing in more staff training so customers receive an excellent service at all stages of their journey
- Using data and intelligence to understand and meet customer needs better
- Providing a clean and welcoming environment for everyone, at interchanges, stops, shelters and on vehicles

Bus services should be clearly and consistently designed and easily-identifiable with the service they are providing (e.g. express, rural, school). The exterior of the vehicle should be correct for the type of service it is operating, with the appropriate information displayed internally and externally.

Improving the customer experience could also include on-board visual displays, audio announcements, speedy and reliable Wi-Fi connectivity, and phone and tablet charging capability.



Your bus journey

Our policy is to provide modern, coherent and integrated bus services

This policy seeks to deliver beyond just the 'essentials' enabling the bus system to operate punctually to consistent standards, to cope with disruption and meet customer expectations.

This policy includes:

- Designing a clear and understandable bus network with better connections for both urban and rural communities across West Yorkshire and beyond
- Providing a bus network with better integration, and improved links with other modes of transport such as rail, cycling, and walking
- Improving bus service frequencies to cater for demand, e.g. "turn up and go" on routes of high demand and simpler timetables where they are serving a lower density community
- Providing bus services to new housing and employment developments
- Integrated communications to keep you informed, especially when things go wrong
- Improving access to a wider range of jobs and travel to schools, colleges and universities

Innovations could include:

- Better interchange between bus, rail and other modes
- Frequent services operating later into the evening
- A new night bus network
- New Park & Ride sites and services
- A network of fast and frequent express services
- Encouraging community and door-to-door travel

Targeted infrastructure improvements to make bus journeys quicker and more reliable, this could include investment in:

- New segregated bus priority lanes
- Priority for buses at traffic signals across West Yorkshire
- Reliable real-time and audio visual information on all services
- Modern waiting areas which provide passenger safety and comfort, and make neighbourhoods more attractive places to live, work and play

Paying for travel

Our policy is to provide integrated, simple and affordable bus fares for all

This policy includes:

- **Integration:** One fare for each journey, no matter which bus company runs the service
- **Simplicity:** A handful of products across all West Yorkshire bus services
- **Affordability:** Reasonably priced fares that offer value for money

We will continue to provide concessionary fares for young, older, blind or disabled people and others who will benefit most from them.

Flexible ways of paying for a journey are increasingly important to customers. The proposal also includes introducing more cashless methods of paying for bus tickets.

Moving away from cash will contribute to improving journey reliability by minimising bus boarding times and encouraging customer loyalty.



Planning your journey

Our policies are to:

- Present the bus system as a single network
- Provide easily accessible and reliable travel information

These policies include:

- Developing a clear, simple and consistent brand for West Yorkshire's buses which also makes it possible to identify specific services such as express, local or rural services
- Providing passengers with a choice in how they receive high quality and reliable information, when and where they need it, across all bus services
- Using digital information such as social media, web and mobile apps to encourage customer 'self-service' and meet fast-changing requirements
- Where appropriate and practicable, continuing to provide printed timetables, fares information, route maps and information points at busy city and town centre locations, focused on promoting bus travel
- Providing information about all fares, as well as routes and services on journey planning tools
- Providing real-time information for all bus journeys
- Providing up to the minute travel information, including disruptions, that enables passengers to make informed choices about their journey



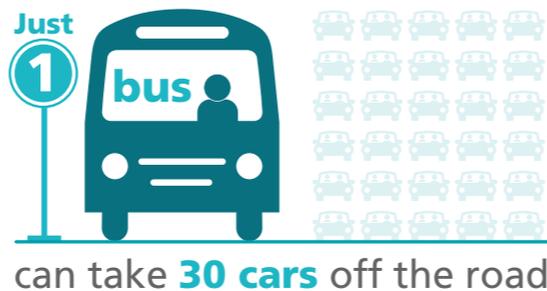
The environment

Our policy is to create a modern, low carbon bus system which contributes to improved air quality

This policy includes:

- Providing a bus fleet that has a positive impact on health and environment, with consistent year on year improvement
- Meeting the legal health standards for air quality by ensuring older buses are modernised or replaced through investment to reduce local emissions
- Requiring all vehicles new to West Yorkshire to meet the latest environmental standard as a minimum. The current standard is Euro VI
- Encouraging new vehicle technologies which move towards near to zero vehicle emissions
- Providing support to establish clean air zones across West Yorkshire
- Raising public awareness around bus emissions standards

Delivery of the range of proposals outlined in this document will help to increase bus patronage, which is integrated with other environmentally-friendly methods of transport such as cycling, walking and car-sharing.



Accessibility

Our policy is to provide an inclusive and accessible bus system

This policy seeks to ensure that the bus system is accessible to our customers and communities.

To achieve this, we propose:

- Involving our communities, including older people, disabled people and young people in the design and delivery of the bus system
- Providing an inclusive customer experience
- Providing information which meets best practice guidelines and statutory requirements

This includes:

- Establishing a 'reference' group to work in an accessibility advisory capacity on the development of projects and services
- Maintaining dialogue with stakeholder groups through regular communications and engagement
- Embedding disability awareness training for transport staff
- Ensure that complaints procedures are accessible and well promoted
- Recording and monitoring accessibility related complaints and using data to inform service improvements
- Adopting a clear, consistent policy on the use of wheelchair priority spaces
- Adopting a Customer Service Charter, including a section on accessibility, enabling customers to know what to expect when they travel

West Yorkshire Bus Strategy

Vision

To create a modern, integrated and innovative bus system, which puts customers first and contributes to the delivery of the economic, environmental and quality of life ambitions as set out in the Strategy Economic Plan and the West Yorkshire Transport Strategy.

Target

To grow the number of bus passengers by up to 25% over the next ten years.

Policies

To deliver the vision and resolve the challenges which currently exist in the industry, the West Yorkshire Bus Strategy contains a blend of seven coordinated policies:

- To provide consistent and excellent customer services across the bus system
-  provide modern, coherent and integrated bus services
- To provide integrated, simple and affordable bus fares for all
- To provide easily accessible and reliable travel information
- To present the bus system as a single network
- To provide a modern bus system which contributes to improved air quality
- To provide an inclusive and accessible bus system

Contact Us:

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Director: Rob Norreys, Director, Policy, Strategy & Communications
Author: Liz Hunter, Caroline Allen



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Transport for the North

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

1 Purpose

- 1.1 To re-affirm WYCA’s commitment to agreed TfN priority areas.
- 1.2 To ask for consent in principle to the making of regulations by the Secretary of State for Transport to establish Transport for the North (TfN) as a Sub–National Transport Body (STB) under section 102E of the Local Transport Act 2008.
- 1.3 Subject to TfN being established as a STB, to agree the transfer of Rail North Limited to TfN, to enter into a new Rail Franchise Management Agreement with TfN and to make payments in respect of functions currently carried out by Rail North Ltd, to TfN.

2 Information

- 2.1 In 2014, local transport authorities and Local Enterprise Partnerships across the North of England came together in partnership with the Department for Transport (DfT) and the National Transport Agencies to form TfN with purpose to transform the transport system of the North of England.

WYCA’s TfN Priorities

- 2.2 In 2016, WYCA agreed a set of priorities for TfN. Since then further work has refined our transport requirements and so WYCA is asked to re-affirm its commitment to the following priority areas:
 - I. A **Northern Powerhouse Rail Network (NPR)** that radically improves journey times across the North with **stops in Leeds, Bradford and York** and **integrates effectively with HS2**. Leeds is already considered part of the NPR core network with fast connections and frequent services to Manchester Newcastle, Hull,

Sheffield, Manchester, Manchester Airport and Liverpool. WYCA would like to see Bradford and York as part of that core network. To enable NPR trains to run from Sheffield, through Leeds and then further north, three junctions between HS2 and the existing network are needed north of Sheffield, south of Leeds and east of Leeds. Leeds station itself also needs a phased plan for improvement before HS2 arrives.

- II. **Continued investment in the existing networks** including significant improvements to the **Calder Valley Line** and **East Coast Mainline**; and
 - III. Consider how to reduce congestion and improve reliability on the **M62**.
- 2.3 As part of these priorities we want to work with TfN on understanding how improving transport between Lancashire and Greater Manchester to West and North Yorkshire (including serving Leeds Bradford Airport) could support our economic objectives (known to TfN as the '**Central Pennines Corridor**'). It is also important that we work with TfN to continue to press the case for projects such as **HS2** and the **Transpennine Route Upgrade (TRU)**. With recent Government announcements about scaling back other electrification schemes, it is crucial that Government re-commits to delivering TRU by December 2022 and the improved intercity journey times originally proposed between York, Leeds and Manchester and the capacity required to cope with existing overcrowding as well as forecast growth.

Establishing TfN as a STB

- 2.4 TfN are developing an ambitious pan-northern transport strategy to drive economic growth in the North. The purpose of TfN is to transform the transport system of the North of England and the aim of TfN is to plan and deliver improvements needed to truly connect the region with fast, frequent and reliable transport links, driving economic growth and creating a Northern Powerhouse.
- 2.5 Rail North Limited, a company whose objectives include the co-management alongside the Department for Transport of the Transpennine Express and Northern Rail Franchises on behalf of the Secretary of State for Transport, will be transferred to TfN.

WYCA at its meeting in July 2016 in principle approved making a proposal to the Secretary of State that TfN should be established by regulations as a STB, and agreed to be a constituent authority of TfN. Further to this, in October 2016, a proposal was submitted on behalf of 19 constituent authorities to the Secretary of State that TfN should be established by regulations as a STB. These authorities are listed in **Appendix 1** to this report.

- 2.6 The Secretary of State has now formally responded to the proposal and has confirmed his agreement to establishing TfN as a statutory body. He has confirmed that "the key functions for TfN as the inaugural STB will be:

- The preparation of a Northern Transport Strategy;
- The provision of advice on the North's priorities, as a Statutory Partner in the Department's investment processes;
- The co-ordination of regional transport activities, (such as smart ticketing), and the co-management of the Transpennine Express and Northern rail franchises through the acquisition of Rail North Ltd."

2.7 Draft regulations are still to be finalised, but it is understood that they will generally reflect the proposal submitted, in so far as it was agreed by the Secretary of State. It is important to note that this report can only therefore reflect the current understanding of the provisions to be included in the regulations, which may be subject to change as discussions continue.

TfN statutory functions to be set out in the regulations

2.8 The regulations will provide for the following **general functions** to be exercised by TfN:

- to prepare a **Transport Strategy** for TfN's area (i.e. the Strategic Transport Plan currently being prepared);
- to **advise the Secretary of State** about the exercise of transport functions in the TfN area - in practice, making recommendations about future rail and road strategic investment decisions, further to TfN's Strategic Transport Plan;
- to **co-ordinate the carrying out of transport functions** exercisable by different constituent authorities - it is understood that this will be exercised in relation to major pan-Northern investment projects funded by the Secretary of State;
- to make **proposals to the Secretary of State** about transferring functions to TfN, and TfN's role and other functions.

2.9 The regulations will also provide for TfN to have the following functions, exercisable **concurrently** with constituent authorities:

- power to make **capital grants**;
- functions in relation to **ticketing schemes** functions (TfN is developing SMART ticketing to enable through-ticketing across the TfN area, and smart technologies to enable ticket purchases on mobile devices);
- functions of a Passenger Transport Executive (PTE) relating to **franchising** (S13 Railways Act 2005).

2.10 The regulations will not require TfN to consult before exercising these concurrent functions. However, TfN's draft constitution (see further below) provides that before exercising any concurrent function TfN will "consult any Transport Authority or Highway Authority whose area is affected by the proposal over the exercise of the powers and functions and where the nature and extent of the proposal make it appropriate, will enter into a Protocol to govern the exercise of its powers and functions in relation to that proposal."

2.11 The regulations will also provide for TfN to exercise some general local authority functions to facilitate its operation. The regulations will **not** provide for TfN to be a **highway authority** for specified purposes, as requested in the proposal (although discussions are ongoing in relation to TfN acquiring powers from the Secretary of State to construct roads to be exercised to overcome some of the administrative difficulties experienced in the past in the construction of cross-boundary strategic roads).

TfN constitutional arrangements to be set out in regulations

2.12 In relation to **TfN membership**, the regulations will provide for each of the 19 Constituent Authorities who are local transport authorities in the TfN area, (including WYCA) to appoint one of its elected members to be a voting member of TfN, and a substitute for that person. A Constituent Authority with an elected Mayor must appoint the Mayor to this position.

2.13 The regulations will also provide for each local transport authority which is a member of Rail North Ltd but not a constituent authority, to appoint one of its elected members to be a co-opted member of TfN. The Chair of the Partnership Board (see paragraph 2.15 below) is also to be appointed as a co-opted member, and TfN may agree to appoint further co-opted members. Co-opted members are non-voting subject to any resolution by voting members.

2.14 The **voting arrangements** proposed are to be set out in the regulations. These provide that in relation to most matters, each voting TfN member vote is weighted to reflect the population of the area of the appointing Constituent Authority. The exception to this is that any decision to approve TfN's annual Budget, to change TfN's constitution or to approve or change the Transport Strategy will require 75% of the weighted votes **and** a simple majority of TfN Members. The regulations will provide that in the event of a vote being tied, a question is deemed not to have been carried – that is, there is no casting vote. Different voting arrangements are proposed for matters currently carried out by Rail North Ltd – see further below.

2.15 The regulations will also provide for TfN to establish a “**Partnership Board**” to advise TfN on matters relating to transport. The membership and procedures of this Board are not going to be specified in the regulations, although TfN must appoint a Chair for the Board. Further details about this Board are, however, provided for in the draft constitution – see further below.

2.16 The regulations will also require TfN to appoint a **scrutiny committee**, and for each constituent authority to appoint **one** member (and substitute) to that committee (who cannot be the TfN Member appointed).

Rail North Ltd

2.17 One of the drivers for the creation of TfN as a STB was to create a body which could speak with one voice on all transport matters affecting the North of England. To

achieve this and further to the response of the Secretary of State confirming a anticipated role for TfN in co-managing the franchises and as a Statutory Partner to the DfT, it is now proposed that TfN take over ownership of Rail North Ltd and subsume all of its functions directly into TfN. The requirement for a separate franchising entity would cease to exist. Current Rail North members' rights and obligations would be retained and transferred through to TfN's constitution and governance arrangements, as described below.

- 2.18 It should be noted that although the regulations will provide for some franchising functions to be discharged by TfN, other bespoke mechanisms will be required to ensure that TfN can discharge all of the key functions to which the Secretary of State has referred in his response. These will be reflected in the draft constitution – see further below. The current Partnership Agreement between DfT and Rail North Ltd which governs co-management of rail franchising would be transferred to TfN, whilst reflecting the acquisition of Rail North Ltd by TfN and the extended role of TfN as a Statutory Partner.

TfN Constitution

- 2.19 TfN will approve its constitution at its first meeting after it has been established as a STB. The constitution must reflect the regulations establishing TfN, for example, in relation to TfN's statutory functions and membership. Provisions enshrined in the regulations can only be amended by the Secretary of State. Provisions in the constitution which do not directly stem from the regulations may be changed by TfN, subject to the increased majority set out above.
- 2.20 The draft constitution contains an overview of TfN's functions and the major partnerships through which it will exercise its functions, including as Statutory Partner in relation to determining priorities for road (through Highways North Board) and rail investment, and its role in managing the TransPennine Express and Northern Rail Franchises.
- 2.21 The draft constitution provides that the **Partnership Board** (which the regulations will require TfN to appoint), will be responsible for considering the strategic agenda for transport in the North of England. Although TfN as a STB will consist of the representatives of the 19 constituent authorities, it is anticipated that it will continue to operate through the Partnership Board, in partnership with the representatives of the 11 LEPs as representatives of the business community and with representatives of the Department for Transport and other Government Agencies.
- 2.22 The draft constitution also provides for a **Rail North Committee** to advise on TfN's Statutory Partner role in relation to rail investment and with oversight of the management of the TransPennine Express and Northern Rail Franchises. This will replace the Association of Rail North Authorities and include representatives of the six non-TfN Rail North authorities as co-opted Members. Voting in relation to rail franchise matters shall be weighted in accordance with a voting matrix which reflects the current voting arrangements for Rail North Ltd.

- 2.23 TfN will also appoint a **Rail North Sub-Committee** on terms similar to the current Rail North Ltd Board. Where requested, TfN will also establish **Rail North Area Sub-Committees** instead of the Regional Business Units under the current Rail North Members’ Agreement.
- 2.24 The **Rail North Partnership Strategic Board** will be replicated in the new structure and will include representatives of TfN along with representatives of the DfT. The Board will continue to be the forum through which TfN would jointly work with DfT to co-manage the current rail franchises. It is anticipated that its remit however would be broadened to reflect TfN’s enhanced role as Statutory Partner to DfT for strategic rail infrastructure investment planning.
- 2.25 TfN will also participate in the **Highways North Board**, together with the DfT and Highways England. The Board will make recommendations in respect of the future Roads Investment Strategy and competitive major roads funding programmes.

Timetable

- 2.26 It is now anticipated that TfN will be established as a statutory body with effect from **1 April 2018**. A revised timetable is set out below:

Activity	Date
TfN continuing engagement with DfT on draft regulations	Ongoing
TfN constituent authorities consent to the regulations	By early September 2017
Regulations laid before Parliament	By the end of September 2017
Regulations made by Secretary of State	By December 2017
Shadow STB Board created	When regulations have been made
TfN established as a statutory body	1 April 2018 (provisional)

3 Financial Implications

- 3.1 TfN is currently funded through government grant. Although future funding decisions will remain the responsibility of the government at the time, establishing TfN as a statutory body ensures it has the stability and permanence to be confident of long term central Government support.
- 3.2 At present constituent authorities and the other Rail North authorities make the Rail North Support Payment and the authorities in receipt of rail administrative grant make the Rail North Supplemental Payment to support Rail North Ltd. These payments will be made to TfN when it assumes the functions of Rail North Ltd.
- 3.3 The regulations will provide that the constituent authorities must make a contribution in respect of reasonably incurred costs of TfN, if they **all** agree on the need for a contribution and the amount required. Unless unanimously agreed

otherwise, any financial contributions would be apportioned between the constituent authorities on the basis of population. The regulations also provide that each constituent authority may contribute to the costs of TfN, if it chooses to do so.

4 Legal Implications

- 4.1 Before the Secretary of State makes the Regulations to establish TfN as a STB, each Constituent Authority must consent to the making of the Regulations.

5 Staffing Implications

- 5.1 None.

6 External Consultees

- 6.1 Before the proposal was submitted to the Secretary of State, the proposal was subject to discussion between constituent authorities, neighbouring authorities, relevant Local Enterprise Partnerships, the Welsh Assembly and Transport Scotland.

7 Recommendations

- 7.1 It is recommended that WYCA:
- (i) re-affirms WYCA's commitment to those priority areas set out in paragraph 2 above.
 - (ii) consents in principle to the Secretary of State making regulations under section 102E of the Local Transport Act 2008 to establish Transport for the North as a STB, and delegates authority to the Managing Director, in consultation with the Chair of WYCA and with WYCA's representatives on the Transport for the North Partnership Board, to consent to the regulations once they have been finalised;
 - (iii) agrees in principle to the transfer of Rail North Ltd to TfN once TfN has been established as a STB, and delegates authority to the Managing Director to take any necessary steps on behalf of WYCA to effect this transfer;
 - (iv) agrees to enter a new Rail Franchise Management Agreement with TfN, once it has been established as a STB, on terms consistent with the Rail North Ltd Members' Agreement; and
 - (v) agrees to fund TfN to carry out functions relating to supporting rail franchise management which are currently carried out by Rail North Ltd, on the existing basis, once TfN is established as a STB, and has assumed those functions.

8 Background Documents

- 8.1 None.

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APPENDIX

Constituent Authorities for Transport for the North

The 19 Constituent Authorities of TfN are:

Greater Manchester Combined Authority
Liverpool City Region Combined Authority
North East Combined Authority
Sheffield City Region Combined Authority
Tees Valley Combined Authority
West Yorkshire Combined Authority
Cumbria County Council
Lancashire County Council
North Yorkshire County Council
Blackburn with Darwen Unitary Authority
Blackpool Unitary Authority
Cheshire East Unitary Authority
Cheshire West and Chester Unitary Authority
Warrington Unitary Authority
City of York Unitary Authority
East Riding of Yorkshire Unitary Authority
Hull Unitary Authority
North Lincolnshire Unitary Authority
North East Lincolnshire Unitary Authority

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Director and Author: Angela Taylor, Director of Resources



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Proposed pension transfer

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

1. Purpose

- 1.1 To seek approval to a preferred way of meeting WYCA’s element of pension obligations towards First Group, in response to consultation on a Secretary of State Direction on this matter.

2. Information

- 2.1 FirstGroup plc is seeking, via a Direction from the Secretary of State, to consolidate its various local government pension scheme interests in Greater Manchester, South Yorkshire and West Yorkshire into a single fund in Greater Manchester.
- 2.2 WYCA is required, by statute, to meet an element of pension costs that relate to employees of First Group. This dates back to 1986 when the deregulation order created a separate passenger transport executive (WYPTE) and a separate bus company (Yorkshire Rider Limited, now First West Yorkshire Limited). For those employees that transferred at that date to the bus company the then WYPTE was required to fund the annual increases in pension payments that arise for existing and future pensioners. This resultant liability for the pre-1986 pension increases now sits with WYCA.
- 2.3 This specific liability forms part of WYCA’s pension obligations and the ongoing employer contributions to the West Yorkshire Fund are set at levels to meet this obligation alongside those arising from all of the PTE’s/WYCA’s current and past employees.
- 2.4 It is expected that the Secretary of State will issue a Direction to enable the transfer of First Group’s pension arrangements and this may include a specific instruction on how to deal with the pre-’86 increases or leave it open to WYCA to resolve directly

with First Group. To date WYCA officers have been working with the West Yorkshire and Greater Manchester Pension Funds, their respective actuaries and First Group plc and its advisors to understand the available options and seek to find a mutually acceptable way forward. A decision is now sought to either be captured within the Direction or, should the Direction leaves all options in play, to form the basis of subsequent negotiations with First Group to enable this matter to progress.

- 2.5 There are two options for WYCA, a bulk asset transfer from the Fund or an ongoing recharge from the new pension authority. Both options are considered in the following paragraphs.
- 2.6 **Option 1: Bulk asset transfer.** This involves agreeing a transfer of a proportion of the assets held in WYCA's 'share' of the West Yorkshire Pension Fund (WYPF) to Greater Manchester Pension Fund (GMPF) such that GMPF is then responsible for meeting the ongoing obligations for the pre-'86 increases. This would provide a clean solution as all liabilities would fall to GMPF to meet and manage and the WYCA would no longer have any involvement for meeting these costs. However asset transfers of this nature are notoriously difficult to agree. The assessment of the value of the assets required to meet the ongoing obligations varies depending on the assumptions used in determining the Fund valuation, with both WYPF and GMPF using differing bases. Initial actuarial assessment suggests the WY position would result in assets valuing £38m being transferred whilst GM would require nearer £50m. This is compounded by the results of the last triennial valuation showing WYCA's element of the Fund to be only 83% funded – contribution rates will be set to recover this deficit over the current recovery period of 22 years, as supported by the actuary but it effectively means WYCA only has £32m of assets available for transfer. For WY to transfer either the £32m or £38m would result in a further deficit in the Fund and action ie increased contributions would be required over the long term to address this.
- 2.7 **Option 2: Recharge.** This option would involve no transfer of assets but would require GMPF to invoice WYCA for the relevant costs they incur each month in meeting the pre-'86 element of pension payments. This effectively removes the requirement for the WYPF to include in its valuation and consequent contribution rates the need to meet the future obligations relating to the pre-'86 increases and moves it to a revenue budgeting issue for WYCA. The impact of this is that WYCA element of the WYPF would effectively be overfunded to meet its future obligations, resulting in a decrease in employer contributions to bring the Fund back down to a balanced position. Initial advice from the actuary is that this decrease in contributions would initially be circa £2m per annum with the pension cost to be invoiced by GMCA being circa £1.9m. This ongoing liability would continue for at least the next 50 years with this recharge figure increasing to circa £3m by 2033 and then declining. The actual recharges are outside of the control of the CA, being the cost arising from the agreed annual pension increase which is linked to inflation. Sensitivity analysis around inflation rates suggests that for example a 3% increase rather than the current 1% could cost an extra £400k in 2019/20 over the £1.9m. In effect WYCA would be required to include in its medium term financial strategy and

annual budgeting any volatility arising from this recharge without recourse to the current arrangements where such movements are addressed within the triennial revaluation of the WYPF and managed over a longer term (22 years).

- 2.8 On balance it is felt that the bulk asset transfer option may provide the best way forward. Whilst this has risks attached, namely the difficulty of setting the appropriate value it offers ultimately a 'clean break' and any consequence from the final transfer value would be addressed within the Fund over its recovery period. The recharge option is more straightforward but there is little opportunity to manage variations that arise in year, over a period when funding is likely to be particularly difficult.
- 2.9 Further detailed work would be required on both options to finalise the actual costs and risks and to clarify the exact legal requirements to enable option 2 to be progressed if desired. It should be noted that if option 1 is pursued then an independent actuarial arbitrator could rule on the appropriate size of the asset transfer to avoid an impasse in negotiations. Representations have also been made to ensure that the employer contribution rates which have only just been set for 2017/18 to 2020/21 to be reviewed and reset to reflect the consequences of the decision made.

3. Financial Implications

- 3.1 As set out in the report.

4. Legal Implications

- 4.1 As set out in the report.

5. Staffing Implications

- 5.1 None arising from this report.

6. External Consultees

- 6.1 None.

7. Recommendations

- 7.1 That WYCA consider which option 1 or 2 is preferred with regard to the proposed transfer of First Group pension arrangements.

8. Background Documents

- 8.1 None.

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Director: Angela Taylor, Director of Resources
Author: Angie Shearon



Report to: West Yorkshire Combined Authority

Date: 3 August 2017

Subject: Governance Arrangements

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

1. Purpose

1.1 To make an appointment to the Overview & Scrutiny Committee.

2. Information

2.1 On 24 July 2017, the City of York Council notified the Authority’s Monitoring Officer of their wish to change a nomination to the Overview & Scrutiny Committee as follows:-

- Councillor Jenny Brooks to replace Councillor Helen Douglas

3. Financial Implications

3.1. None.

4. Legal Implications

4.1 None.

5. Staffing Implications

5.1 None.

6. Consultees

6.1 None.

7. Recommendations

- 7.1 That the Authority note the City of York Council's revised nomination to the Overview & Scrutiny Committee and co-opt Councillor Jenny Brooks onto the committee in place of Councillor Helen Douglas.

8. Background Documents

- 8.1 None.



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE
HELD ON FRIDAY, 16 JUNE 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Barry Collins	Calderdale Council
Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

In attendance:

Councillor Eric Firth	WYCA Transport Committee
Melanie Corcoran	WYCA
Angela Taylor	WYCA
Colin Blackburn	WYCA
Sally Hinton	WYCA
Rachel Jones	WYCA
Rebecca Cheung	WYCA
Tom Gifford	WYCA
Jess McNeill	WYCA
David Shepherd	WYCA
Henry Rigg	WYCA
Heather Waddington	WYCA
Ruth Chaplin	WYCA

38. Apologies for Absence

Apologies for absence were received from Councillors Ian Gillies and Denise Jeffery.

39. Declarations of Disclosable Pecuniary Interests

In respect of agenda item 6, Capital Spending & Project Approvals (Leeds University High Speed Rail College), Roger Marsh OBE declared an interest as a member of the University of Leeds Council.

40. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix A to Agenda Item 7 and Appendices A and B to Agenda Item 8 on the grounds that they are likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

41. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 8 March 2017

Further to minute 36, Capital Spending and Project Approvals (Enterprise Zone Phase 2), it was reported that feasibility work was being undertaken and a report would be prepared for a future meeting of the Committee.

Further to minute 36, Capital Spending and Project Approvals (Leeds District Heat Network), it was reported that further work was being done on the business case and this would be considered at a future meeting of the Committee.

Resolved: That the minutes of the West Yorkshire and York Investment Committee held on 8 March 2017 be approved and signed by the Chair.

42. Leeds City Region Growth Deal Delivery

The Committee considered a report which provided an update on:

- the terms and conditions for receipt of the Growth Deal award 2017/18 including Key Performance Indicators;
- progress made in implementing and achieving Growth Deal target expenditure 2016/17;
- the Growth Deal 2019/20 Review progress;
- profiled expenditure for the 2017/18 financial year; and also to seek agreement to endorse the revised estimate of profiled expenditure on the Programme up to 2020/21; and
- to agree the source of budget for the Finance Yorkshire Extension Fund.

Members noted the payment arrangements for the Growth Deal for 2017/18. This included the revised payment schedule for the remainder of the programme and the progress towards achievement of the seven proposed KPIs which were detailed in Appendix A. In noting the revised spending profile which included the additional Growth Deal 3 allocation, it was highlighted that the profile did not match the Dashboard attached at Appendix B. This was because the profile is based on currently approved projects and the Dashboard includes estimates of pipeline spend

which cannot be verified until the Full Business Case and Finalised Costs are approved.

It was reported that, subject to confirmation in the WYCA statutory financial accounts, the final outturn spend on the Growth Deal 2016/17 was £84.77m which represented 98% achievement of profiled spend.

The progress and overall programme risk with projects in the West Yorkshire plus Transport Fund Pipeline, detailed in Appendix C, was noted. Members endorsed the proposal for additional criteria to be taken into consideration when considering the Red, Amber, Green (RAG) rating of pipeline projects which were outlined in the submitted report.

The Committee noted the table in paragraph 3.9 of the report which detailed the forecast timetable for achieving the two main output targets for the Growth Deal – the creation of 10,000 jobs and building 2,000 new homes. It was recognised that some projects would only achieve the outputs indirectly and, in order to be able to claim these outputs, all LEPS had to identify Growth Deal impact sites to be mutually agreed with the Government. This opportunity will be used to engage in further discussions with the Government to consider a wider acknowledgement of the outputs achieved by the Programme.

It was reported that a Gateway Review of the West Yorkshire plus Transport Fund was to be undertaken and SQW Consultants had been appointed at a national level to undertake the Growth Deal progress reviews. The principles of a National Framework had been developed by SQW and a summary was attached at Appendix D to the submitted report. Following agreement of the National Framework, SQW will work with the Leeds City Region to develop a 'Locality Framework' and this will be brought to a future meeting of the Investment Committee for consideration.

Members discussed the Finance Yorkshire Extension Fund and supported the proposal to specifically allocate the £511,500 already approved from the Access to Capital Grants programme. They recommended that as the loans were repaid the income to WYCA should be recycled into the Access to Capital Grants programme.

Resolved:

- (i) That the proposed KPIs for 2017/18 as detailed in Appendix A of the submitted report be endorsed.
- (ii) That the revised spending profile for 2017/18 as detailed in paragraph 2.6 of the submitted report be endorsed.
- (iii) That the final outturn estimate for Growth Deal of £84.77m for 2016/17 be noted.
- (iv) That the inclusion of an additional criteria - "achievement of target dates for submission of Outline and Final Business Cases", be taken into consideration

when considering the RAG (red, amber, green) rating of pipeline projects be endorsed.

- (v) That the methodology for defining impact areas and therefore establishing the outputs for the Programme be noted.
- (vi) That the progress relating to the 2019/20 review be noted.
- (vii) That the proposal to specifically allocate the Finance Yorkshire Extension Fund £511,500 (already approved) from within the Access to Capital Grants Programme be supported and that as loans are repaid the income to WYCA is recycled in the Access to Capital Grants Programme.

43. Capital Spending and Project Approvals

The Committee considered a report on proposals for the progression of, and funding for, a number of West Yorkshire plus Transport Fund and Growth Deal projects at Stages 1, 2 and 3 of the Assurance Process.

The summary business cases for the following 19 schemes, which were attached as appendices to the submitted report were considered:

Leeds Public Transport Investment Programme (LPTIP)	Decision Point 2
Leeds Bradford Airport Station	Decision Point 2
ULEV Taxi Scheme	Decision Point 2
Knottingley Rail Station P&R	Decision Point 2
Rail Park & Ride Phase 2	Decision Point 2
Elland Station (Calder Valley Line)	Decision Point 2
LCR Flood Alleviation for Growth Programme	Decision Point 2
Corridor Improvement	Decision Point 2
Strategic Inward Investment Fund	Decision Point 2
Digital Sector Soft Landing Scheme	Decision Point 2
Business Growth Programme	Decision Point 2
Bradford Darley Street	Decision Point 1
Leeds University High Speed Rail College	Decision Point 1
Bradford Forster Square Station Gateway	Decision Point 3
LEP Loan – Gateway 45	Decision Point 4
LEP Loan – Fresh Pastures	Decision Point 4
Tackling Fuel Poverty Phase 4	Decision Point 5
Better Homes	Activity 6 – Change Request
Wakefield Civic Quarter	Activity 6 – Change Request

The Committee discussed the ULEV Taxi Scheme and it was noted that discussions would continue with the local authorities over the next few months. The development costs required to progress the scheme would be funded from the OLEV

grant.

Members discussed the Activity 6 Exception Report for Wakefield Civic Quarter and noted that a condition of the approved £1.1m grant was that it was repaid to a maximum of £1.1m from a 50:50 share of any disposal proceeds. The Investment Committee recommended that if the disposal involved a complex funding package and a lesser share was proposed, a further exception report would be brought to the Investment Committee for consideration.

It was noted that all schemes entering into the Assurance Process are considered for the eligibility for WYCA funding through an assessment of an Expression of Interest. There were currently two schemes under consideration which have been submitted with no current funding source available, Bradford Darley Street and Leeds University High Speed Rail College and these could be submitted to a future meeting of the Investment Committee for consideration should funding become available.

The Committee was provided with details of approvals made through delegation to WYCA's Managing Director for the following schemes:

- Project Primrose – Global Shared Services Centre Decision Point 4 (Full Business Case)
- West Yorkshire Cycling & Walking to Work Fund Decision Point 5 (Full Business Case with Finalised Costs)
- West Yorkshire & York Broadband Programme (Change Request)

It was also reported that the following five schemes had progressed from the Programme Appraisal Team (PAT) directly to WYCA on 6 April 2017:

- West Yorkshire Cycling & Walking to Work Fund Case Paper (Activity 2)
- National Productivity Investment Fund (NPIF) Case Paper (Activity 2)
- Global Shared Services Centre Case Paper (Activity 2)
- Leeds City Region HS2 Growth Strategy Phase 2
- Steeton and Silsden Active Travel Access

Members were advised that the above schemes had not been considered by Investment Committee due to the time constraints of the funding streams or the need for an urgent decision.

Resolved:

(i) In respect of the **Leeds Public Transport Investment Programme (LPTIP) (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the LPTIP proceeds through Decision Point 2 and the work commences on Activity 3: Outline Business Case on each of the project's identified workstreams within the programme.
- that an indicative approval to the total programme value of

£183.266m is given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5.

- that approval is given to WYCA's contribution of £0.966m. This will be funded from the remainder of the WYCA funding, which had previously been approved for use on the NGT Project.
- that development costs of £15.310m from the DfT's £173.5m contribution for the development of the programme is approved, and that WYCA enter into a Funding Agreement with Leeds City Council for expenditure of up to £11.535m.
- that individual schemes within the programme are brought forward through the Assurance Process along their own Assurance Pathway, Approval Route and Approval Tolerance for the programme be approved.

(ii) In respect of the **Leeds Bradford Airport Station (part of the LPTIP) Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Leeds Bradford Airport Rail Station scheme proceeds through Decision Point 2 and commences work on Activity 3 (Outline Business Case);
- that an indicative approval to the total programme value of £25.0m is given, with ultimate approval to spend being granted only once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £0.50m from the Leeds Public Transport Investment Programme for the development of the scheme be approved.
- that the future approvals at Decision Point 3 & Decision Point 4 (Full Business Case) are made through a delegation to WYCA's Managing Director, with the scheme returning to the Investment Committee and WYCA at Decision Point 5.

(iii) In respect of the **ULEV Taxis Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the ULEV Taxi Scheme proceeds through Decision Point 2 and the work commences on Activity 5: (Full Business Case with Finalised Costs);
- that an indicative approval to the total project value of £3.180m is given, with ultimate approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the development costs of £25,000 are approved in order to progress the scheme to Decision Point 5 (Full Business Case with Finalised Costs) from the OLEV grant.
- That the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be

subject to the scheme remaining within the tolerances outlined above.

- (iv) In respect of **Knottingley Station Park & Ride (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Knottingley Rail Station Park & Ride project proceeds through Decision Point 2 and the work commences on Activity 4 (Full Business Case);
 - that an indicative approval to the total project value of £1.78m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that development costs of £474,259 to be funded from the West Yorkshire plus Transport Fund be approved in order to progress the scheme to Decision Point 4;
 - that the future approvals at Decision Point 4 are made through a delegation to WYCA's Managing Director following consideration and recommendation by the Investment Committee. Approval at Decision Point 5 will be made through the delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (v) In respect of the **Rail Park & Ride Phase 2 (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Rail Park & Ride Phase 2 programme proceeds through Decision Point 2 and the work commences by the individual schemes on Activity 4 (Full Business Case);
 - that an indicative approval to the total programme value of £12.5m is given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs). This will be funded through West Yorkshire plus Transport Fund funds re-profiled from Phase 1 of Rail Park & Ride;
 - that the development costs of £477,100 are approved in order to progress the schemes to Decision Point 4;
 - that the individual schemes return to Investment Committee and WYCA for approval at Decision Point 4 (Full Business Case) where the proposed approval route for Decision Point 5 through a delegation to WYCA's Managing Director will be confirmed. This Approval Route will be subject to the schemes remaining within the tolerances outlined above.
- (vi) In respect of **Elland Station (Calder Valley Line) (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Elland Station Package scheme should replace the Calder Valley Line Enhancement scheme within the West Yorkshire plus Transport

Fund;

- that the Elland Station project proceeds through Decision Point 2 and the work commences on Activity 3 (Outline Business Case);
- that an indicative approval to the total project value of £22.036m be given, with ultimate approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £884,748 be approved in order to progress the scheme to Decision Point 3, and that WYCA enter into a Funding Agreement with Calderdale Council for expenditure of up to £834,748 to be funded from the West Yorkshire plus Transport Fund. The remaining £50,000 will be funded directly by Calderdale Council;
- that the future approvals at Decision Point 3 and Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above. The scheme will return to the Investment Committee and WYCA at Decision Point 4 (Full Business Case).

(vii) In respect of the **LCR Flood Alleviation for Growth Programme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Leeds City Region Flood Alleviation for Growth Programme proceeds through Decision Point 2 and the work by the individual schemes commences on Activity 3 (Outline Business Case);
- that an indicative approval to WYCA's remaining £12.2m contribution to the total programme value of £77m is given, with ultimate approval to spend being granted once the schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the individual schemes will return to the Investment Committee for consideration and WYCA for approval at Decision Point 3 (Outline Business Case) or Decision Point 4 (Full Business Case), based on the level of detail produced by the Environment Agency business case process. At this stage individual Assurance Pathways and Approval Routes will be set for each scheme.

(viii) In respect of the **Corridor Improvement Programme (Decision Point 2)**, the Investment Committee recommends to WYCA that:

- the Corridor Improvement Programme, Phase 1 proceeds through Decision Point 2 and the work commences on the 13 individual schemes on Activity 3 (Outline Business Case);
- that an indicative approval to the Phase 1 programme value of £67.8m be given, with ultimate approval to spend being granted once the individual schemes have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £4,482,500 are approved in order to

progress the 13 individual schemes in Phase 1 to Decision Point 3 (Outline Business Case) to be funded from the WY+TF. This will include £0.408m of WYCA Programme Management costs. That WYCA enter into a Funding Agreement:

- with Bradford for expenditure of up to £1.245m;
 - with Calderdale for expenditure of up to £0.430m;
 - with Kirklees for expenditure of up to £0.800m;
 - with Leeds for expenditure of up to £1.525m; and
 - with Wakefield for expenditure of up to £0.075m;
- that the individual schemes will return to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 3 (Outline Business Case). As part of this approval, individual Assurance Pathways and Approval Routes will be set for each scheme.
- (ix) In respect of the **Strategic Inward Investment Fund (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Leeds City Region Strategic Inward Investment Fund proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs);
 - that an indicative approval to the total scheme value of £12.45m Strategic Inward Investment Fund be given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (x) In respect of the **Digital Sector Soft Landing Scheme (Decision Point 2)**, the Investment Committee recommends to WYCA that:
- the Digital Sector Soft Landing Scheme proceeds through Decision Point 2 and the work commences on Activity 5 (Full Business Case with Finalised Costs);
 - that an indicative approval to the total scheme value of £1m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the future approval at Decision Point 5 is made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (xi) In respect of the **Business Growth Programme (Decision Point 2)**, the Investment Committee recommends that:
- the Business Growth Programme proceeds through Decision Point 2

and the work commences on Activity 5 (Full Business Case with Finalised Costs);

- that an indicative approval to the total scheme value of £9m is given, with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that the future approval at Decision Point 5 is made through a delegation to WYCA's Managing Director. This approval route will be subject to the scheme remaining within the tolerances outlined above.

(xii) In respect of **Bradford Forster Square Station Gateway (Decision Point 3)**, the Investment Committee recommends to WYCA that:

- the Bradford Forster Square Station Gateway project proceeds through Decision Point 3 and the work commences on Activity 4 (Full Business Case);
- that an indicative approval to the total project value of £17.311m is given (which includes a £17.061m contribution for WY+TF), with ultimate approval to spend being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that development costs of £3,671,314 to be funded from the WY+TF are approved in order to progress the scheme to Decision Point 4 (Full Business Case). That WYCA issues an addendum to the existing Funding Agreement with Bradford Council for expenditure of up to £3,671,314;
- that the scheme will return to Investment Committee (for recommendation) and WYCA (for approval) at Decision Point 4, with the intention that approval at Decision Point 5 (Full Business Case with Finalised costs) will be made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances confirmed at Decision Point 4.

(xiii) In respect of the **Gateway 45 Loan (Decision Point 4)**, the Investment Committee recommends to WYCA that:

- the Gateway 45 loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs);
- that an indicative approval to the total loan value of £3.3m is given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
- that Leeds City Council are instructed that the current charge held as security for the earlier £3m LEP loan is released and imposed solely on part of the site;
- that the approval of the loan agreement at Decision 5 is made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.

- (xiv) In respect of the **Fresh Pastures Loan (Decision Point 4)**, the Investment Committee recommends that:
- the Fresh Pastures loan proceeds through Decision Point 4 and the work commences on Activity 5 (Full Business Case with Finalised costs);
 - that an indicative approval to the total loan value of £0.8m is given, with ultimate approval to the loan being granted once the project has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs);
 - that the approval of the loan agreement at Decision 5 is made through the delegation to WYCA's Managing Director, subject to the scheme remaining within the tolerances set out above.
- (xv) In respect of **Tackling Fuel Poverty Phase 4 (Decision Point 5)**, the Investment Committee recommends to WYCA:
- the approval of the reduction of LGF investment of Phase 1 of the Tackling Fuel Poverty Programme from £2,857,177 to £2,709,000, due to the withdrawal of the Calderdale Almshouse scheme;
 - the approval of Phase 4 of the Tackling Fuel Poverty Programme for delivery in targeted areas of Calderdale and Kirklees to progress from Activity 5 (FBC with Finalised Costs) to Activity 6 (Delivery). The reduction of Phase 1, together with the inclusion of Phase 4 projects, brings the total LGF investment in the Tackling Fuel Poverty Programme to £6m. This is in line with the indicative budget noted in the report to November 2016 Investment Committee;
 - the approval of WYCA funding of £1,007,800 and that WYCA enters into a Funding Agreement with Kirklees for expenditure of up to £500,000 and with Calderdale for expenditure of up to £507,800, authorise delegation to the MD to finalise the agreements.
- (xvi) In respect of **Better Homes – Activity 6 - Change Request**, the Investment Committee recommends to WYCA the approval of the exception that Year 1-3 baseline targets in respect of the following KPIs for the Better Homes programme:
- Target number of homes improved revised from 12,000 to 3,580.
 - Suspension of marketing and assessment targets.
 - Revise target apprenticeships created, to apprenticeships supported.
 - That the Better Homes Yorkshire KPIs are updated in accordance with Schedule 11 of the Framework Agreement.
- (xvii) In respect of **Wakefield Civic Quarter – Activity 6 Exception Report**, the Investment Committee recommends to WYCA the approval of the following

exception:

- That a condition of the approved £1.1m grant for the Wakefield Civic Quarter project is that it is repaid (to a maximum amount of £1.1m) from a 50:50 share of any disposal proceeds. If the disposal involves a complex funding package and a lesser share is proposed, a further exception report will be prepared for the Investment Committee.

44. LEP Loan 102

The Committee considered a report which provided an update on the situation relating to a project that received a LEP loan in 2013.

It was noted that their meeting on 4 January 2017, the Committee had recommended the approval of £200k grant funding, on an exceptional basis, to a project already in receipt of a LEP loan. Members were provided with an update on the progress of the project which currently continues to operate and deliver benefits and outputs. It was reported that the risks related to the situation are being carefully monitored.

Resolved:

- (i) That it be noted the project is considered to be a high risk.
- (ii) That the next steps, as detailed in the exempt appendix, be supported.
- (iii) That it be recommended to WYCA that any future decisions with financial implications be progressed through delegation to the Managing Director in consultation with the Chairs of the Investment Committee and Investment Panel.

45. ESIF Sustainable Urban Development

The Committee considered a report on the draft SUD Call.

Members considered the full Call which had been produced in draft form and covering note which were attached as exempt appendices to the submitted report. It was recommended that the draft Call be recommended for approval by WYCA at its meeting to be held on 29 June 2017 prior to formal publication by the DCLG.

Resolved: That the Investment Committee recommends to WYCA the approval of the draft SUD Call.



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE
HELD ON WEDNESDAY, 12 JULY 2017 AT COMMITTEE ROOM A, WELLINGTON
HOUSE, 40-50 WELLINGTON HOUSE, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Barry Collins	Calderdale Council
Councillor Ian Gillies	City of York Council
Councillor Denise Jeffery	Wakefield Council
Councillor Richard Lewis	Leeds City Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

In attendance:

Melanie Corcoran	WYCA
Angela Taylor	WYCA
Jess McNeill	WYCA
Rachel Murphy	WYCA
Ruth Chaplin	WYCA

1. Apologies for Absence

Apologies for absence were received from Roger Marsh.

2. Declarations of Disclosable Pecuniary Interests

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

3. Exclusion of the Press and Public

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

4. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 16 June 2017

Resolved: That the minutes of the West Yorkshire and York Investment Committee held on 16 June 2017 be approved and signed by the Chair.

5. Appointment of Investment Panel

The Committee considered a report of the Director of Resources which sought:

- To appoint an advisory sub-committee of the West Yorkshire & York Investment Committee, the Investment Panel.
- To appoint members to the Investment Panel.
- To appoint the chair of the Investment Panel.

It was reported that WYCA had previously considered as part of the review of Leeds City Region governance arrangements the integration of LEP Panels into WYCA's decision making structure. It was proposed that the LEP's Investment Panel be appointed by the West Yorkshire and York Investment Committee as an advisory sub-committee with effect from 1 September 2017.

The terms of reference and membership for the Panel were attached at Appendices 1 and 2 of the submitted report. It was noted that there were currently two vacancies in respect of the private sector representatives and a recruitment exercise would need to be undertaken. It was proposed that this would be included in a wider recruitment exercise for the vacancies across all the new advisory Panels and the Head of Legal and Governance Services has been given delegated authority by WYCA to facilitate this. It was proposed that the process included any recruitment necessary for the Investment Panel in due course. Any further appointments would be made by the Committee. Members asked to be provided with details of the private sector vacancies and recruitment process so that they could circulate these to their contacts in the business community.

Resolved:

- (i) That the Investment Panel be appointed on the terms of reference set out in Appendix 1 to the submitted report with effect from 1 September 2017, and with a quorum of 4 voting members, to include 1 WYCA member or local authority co-optee and 1 private sector representative.
- (ii) That in accordance with S17 Local Government and Housing Act 1989 WYCA members be appointed to the Investment Panel, as set out in Appendix 2 to the submitted report and other voting members to the Panel as set out in that Appendix.
- (iii) That Councillor Judith Blake be appointed as Chair of the Investment Panel with effect from 1 September 2017.
- (iv) That authority be delegated to the Head of Legal and Governance Services to facilitate a recruitment exercise in respect of any private sector vacancies arising on the Panel, with any appointments to be made by the Committee

in due course.

- (v) That members of the Committee be provided with details of the private sector vacancies and recruitment process when available.
- (vi) That the Panel meets on the dates set out in the calendar considered by WYCA at the Annual Meeting.

6. Leeds City Region Growth Deal Delivery

The Committee considered a report of the Director of Delivery which provided an update on progress made towards the achievement of Key Performance Indicators and on the implementation of the Growth Deal programme.

Members discussed changes which had been made to the Key Performance Indicators (KPIs) which had previously been considered by the Committee and the resourcing issues to be addressed in order to deliver projects within the timeframe. Details were highlighted in Annex A, Leeds City Region Action Plan, which was circulated at the meeting and included targets and milestones.

The Growth Deal Dashboard and Pipeline were attached at Appendix 1 and 2 of the submitted report. It was noted that the forecast spend was currently £95.34m against the annual target of £100.15m; this reduction was due to the changes made to forecast expenditure and the shortfall will be addressed through changes in project spend during the year and the development of projects in the pipeline.

The Committee noted the 4 projects currently assessed as red rated and these would be considered at a future meeting.

Resolved:

- (i) That the changes to the KPIs as detailed in Annex A, which was circulated at the meeting, be noted.
- (ii) That the progress towards achievement of the KPIs and the implementation of the Growth Deal be noted.

7. Capital Spending & Project Approvals

The Committee considered a report on proposals for the progression of, and funding for, a number of West Yorkshire plus Transport Fund and Growth Deal projects at Stages 1, 2 and 3 of the Assurance Process.

Members considered the following schemes which were detailed in the submitted report:

West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road	Activity 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling	Activity 2 (Case Paper)
West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route	Activity 2 (Case Paper)
WYCA's Portfolio Information Management System	Decision Point 3 (Outline Business Case)
Harrogate Road New Line – Change Request	Activity 4 (Full Business Case)

Members discussed the WY+TF Transformational Schemes. It was agreed that in order to build on their success, it would be beneficial for case studies to be prepared for consideration at a future meeting.

The Committee was advised that the following the last meeting, decisions regarding the following two schemes had been exercised through delegation to WYCA's Managing Director:

New Bolton Woods	Decision Point 4 (Full Business Case)
A629 Phase 1a	Decision Point 5 (Full Business Case with Finalised Costs)

Details of both schemes were outlined in the submitted report and summaries of the business cases were attached as appendices.

Resolved:

- (i) That in respect of **West Yorkshire Plus Transport Fund Transformational Schemes - Wakefield South Featherstone Link Road**, the Investment Committee recommends to WYCA that funding of £284k is approved for the Wakefield South Featherstone Link Road scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with Wakefield Council for expenditure of up to £284K from the West Yorkshire Plus Transport Fund.
- (ii) That in respect of **West Yorkshire Plus Transport Fund Transformational Schemes - York Outer Ring Road Dualling**, the Investment Committee recommends to WYCA that funding of £295k is approved for the York Outer Ring Road Dualling scheme to progress through Decision Point 2 and develop a Strategic Case for the Transformational Project. In addition, that Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with York Council for expenditure of up to £295K from the West Yorkshire Plus Transport Fund.

- (iii) That in respect of **West Yorkshire Plus Transport Fund Transformational Schemes - North Kirklees Orbital Route**, the Investment Committee recommends to WYCA that funding of £248k is approved for the North Kirklees Orbital Route scheme to progress through Decision Point 2 to develop a Strategic Case for the Transformational Project. In addition, that the Investment Committee recommends to WYCA that WYCA enter into a Funding Agreement with Kirklees Council for expenditure of up to £248K from the West Yorkshire Plus Transport Fund.
- (iv) In respect of **WYCA's Portfolio Information Management System**, the Investment Committee recommends to WYCA that:
- the Portfolio Information Management System (PIMS) proceeds through Decision Point 2 onto Stage 2 Activity 5 (Full Business Case with Finalised Costs).
 - an indicative approval to the total project value of £150k capital for the development of the system and £50k per annum on-going licence fee (the on-going licence fee will be required from 18/19 onwards), to be funded as an overhead cost from the overall Portfolio Management Office costs, is given. Ultimate approval to spend will be granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with finalised costs).
 - the future approvals at Decision Point 5 are made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined above.
- (v) That in respect of the **Harrogate Road New Line – Change Request** the scheme's additional development costs of £972,000 are approved in order to progress the scheme to Decision Point 4 and that WYCA amend the existing Funding Agreement with Bradford Council for expenditure of up to £1,300,000 to be funded from the WY+TF. That the scheme will return to Investment Committee and WYCA at Decision Point 4 (Full Business Case).

8. Skills Shortage in Leeds City Region

The Committee considered a report of the Director of Resources in respect of the plan being developed to address the skills shortage in Leeds City Region and to consider progressing the project to the next stage.

It was recognised that there was a Project Management (and Digital Programmer/Data Analyst) skills shortage across the West Yorkshire region and a national shortage of civil engineers. The Committee debated the challenges faced by WYCA and the District Councils in recruiting and retaining the right people to deliver the schemes and the short and medium term solutions being proposed to address this were outlined in the submitted report. Members also discussed the importance of continuing professional development (CPD), the need to promote

WYCA's role more widely, collaborative working with partners and apprenticeships including the use of the apprenticeship levy.

Members considered an Action Plan which outlined the work being undertaken and planned actions. It was suggested that WYCA liaise with the Regional Flood & Coastal Committee who were also experience skills shortages and considering a similar approach to address the issue.

It was agreed that work would continue to develop the strategy and a progress report would be provided to the meeting scheduled for 9 November 2017.

Resolved: That a strategy be developed to address the skills shortage in the Leeds City Region and an update be provided to the meeting of the Committee scheduled for 9 November 2017.

DRAFT