

## **WEST YORKSHIRE COMBINED AUTHORITY**

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 10 MAY 2018  
IN COMMITTEE ROOM A - WELLINGTON HOUSE, LEEDS**

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

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY  
HELD ON 5 APRIL 2018**  
(Pages 1 - 12)

#### **For Decision**

- 5. GOVERNANCE ARRANGEMENTS**  
(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)  
(Pages 13 - 18)
- 6. CAPITAL SPENDING AND PROJECT APPROVALS**  
(Member lead: Cllr P Box, Director: Melanie Corcoran)  
(Pages 19 - 50)
- 7. INCLUSIVE GROWTH OUTCOMES FROM THE BUSINESS  
GROWTH PROGRAMME**  
(Pages 51 - 60)

- 8. TRANSPORT STRATEGY AND BUS STRATEGY UPDATE**  
(Member lead: Cllr K Wakefield, Director: Liz Hunter)  
(Pages 61 - 78)
- 9. CORPORATE PLANNING AND PERFORMANCE**  
(Member lead: Cllr S Hinchcliffe, Director: Angela Taylor)  
(Pages 79 - 92)
- 10. GENERAL DATA PROTECTION REGULATION UPDATE**  
(Member lead: Roger Marsh, Director: Angela Taylor)  
(Pages 93 - 98)
- 11. STRATEGY, POLICY AND COMMUNICATIONS DIRECTOR - REVIEW AND APPROACH**  
(Member lead: Cllr S Hinchcliffe, Managing Director: Ben Still)  
(Pages 99 - 114)
- 12. CORPORATE PRIORITIES**  
(Pages 115 - 142)

**For Information**

- 13. (a) DRAFT MINUTES OF THE BUSINESS, INNOVATION & GROWTH PANEL HELD ON 7 MARCH 2018**  
(Pages 143 - 148)
- (b) DRAFT MINUTES OF THE TRANSPORT COMMITTEE HELD ON 16 MARCH 2018**  
(Pages 149 - 158)
- (c) MINUTES OF THE WEST YORKSHIRE & YORK INVESTMENT COMMITTEE HELD ON 21 MARCH 2018**  
(Pages 159 - 170)
- (d) DRAFT MINUTES OF THE GOVERNANCE & AUDIT COMMITTEE HELD ON 29 MARCH 2018**  
(Pages 171 - 176)

Signed:



**Managing Director  
West Yorkshire Combined Authority**

**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 5 APRIL 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council (to minute 106)
Councillor Peter Box CBE	Wakefield Council
Councillor Simon Cooke	Bradford Council
Councillor David Sheard	Kirklees Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Councillor Keith Wakefield OBE	Chair, Transport Committee
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

**101. Apologies for Absence**

Apologies for absence were received from Roger Marsh and Councillors S Benton and N Turner.

**102. Declarations of Disclosable Pecuniary Interests**

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

**103. Exclusion of the Press and Public**

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

**104. Minutes of the Meeting of the Combined Authority held on 1 February 2018**

**Resolved:** That the minutes of the meeting held on 1 February 2018 be approved and signed by the Chair.

## **105. Transforming Cities Fund**

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the Transforming Cities Fund guidance.

It was reported that the Department for Transport (DfT) had issued detailed guidance and the first stage deadline for submission of a bid to the fund was 8 June 2018.

An officer task and finish group was being set up with representatives from partner councils and it was proposed that a portfolio or lead Member working group be established in order to support and shape the development of the bid.

### **Resolved:**

- (i) That the principles of the Transforming Cities Fund guidance and the first stage deadline for submission of a bid by 8 June 2018 be noted.
- (ii) That the establishment of a Member led working group for portfolio/lead Members to shape the response to the Transforming Cities Fund submission be endorsed.

## **106. Response to Transport for the North's Strategic Transport Plan Consultation**

The Combined Authority considered a report of the Interim Director of Policy & Strategy on the proposed submission and key principles of a response to Transport for the North's (TfN) consultation on its draft Strategic Transport Plan (STP).

It was reported that TfN was inviting formal feedback from its partners on the consultation for the draft STP. The Transport Committee had endorsed a set of key principles highlighting the Combined Authority's priorities which they felt should form the basis of a Combined Authority response and these were set out in the submitted report. Members discussed the importance of freight transport and investing in the road networks and considered that the response should also ask for further emphasis on the strategic transport priorities including Northern Powerhouse Rail and HS2. A draft response was being prepared for submission by 17 April 2018 and it was agreed that approval of the final response be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee.

### **Resolved:**

- (i) That a response be submitted to the Transport for the North consultation on its draft Strategic Transport Plan.

- (ii) That the key principles identified in the submitted report form the basis of the Combined Authority's response.
- (iii) That approval of the final consultation response be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee.

## **107. Capital Spending and Project Approvals**

The Combined Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through the Combined Authority's assurance process:

- Rail Park & Ride Programme – Garforth Rail Station Car Park Project
- Apprenticeship Grants for Employers (AGE) Extension
- North East Calderdale Transformational Programme
- Inclusive Growth Corridors and the Transformational Programme
- Growing Places Fund (GPF) LEP Loan 319
- The West Yorkshire Urban Traffic Management Control (UTMC) Scheme

Details of the six schemes were provided in the submitted report and it was noted that these had been considered and recommended by the Investment Committee for approval.

The Combined Authority also considered a change request to authorise spending of additional funding received in respect of the West Yorkshire Broadband Infrastructure Programme.

Members asked for consideration to be given to the narrative, presentation and information provided in future reports eg. factoring in the future proofing of investments, providing maps where appropriate and the delivery of inclusive growth objectives.

### **Resolved:**

- (i) In respect of Rail Park and Ride Programme – Garforth Rail Station Car Park Project (decision point 2 –case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the Garforth Station Car Park project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (b) That an indicative approval to the total project value of £825,000 is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through

the assurance process to decision point 5 (full business case with finalised costs).

- (c) That development costs of £45,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £59,000.
  - (d) That the Combined Authority enter into a funding agreement (Section 56) with Arriva Rail North for expenditure of up to £45,000 from the Transport Fund.
  - (e) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (ii) In respect of Apprenticeship Grants for Employers (AGE) Extension (decision point 2 case paper) –
- That following a recommendation from the Investment Committee the Combined Authority approves:
- (a) That the AGE Extension Programme proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
  - (b) That an indicative approval to the total grant fund value of £1.2 million is given to be funded from the unallocated AGE Programme 2015-2017 funds with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
  - (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (iii) In respect of North East Calderdale Transformational Programme study (decision point 2 case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the North East Calderdale Transformational Programme study proceeds through decision point 2 (case paper) and work commences on the strategic case for the programme.
- (b) That full approval is given for the total study costs of £400,000.
- (c) That the Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £400,000 to be funded from the Transport Fund.
- (d) That any change requests relating to the study are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iv) In respect of Inclusive Growth Corridors and the Transformational Fund (decision point 2 case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the Inclusive Growth Corridors and the Transformational Fund Phase 1 proceeds through decision point 2 (case paper) and work commences on the completion of the Corridor Plans and Connectivity Strategy.
- (b) That indicative approval to the total programme value of £7 million is given and full approval of £2.395 million for Phase 1 is approved.
- (c) That any change requests relating to Phase 1 are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(v) In respect of Growing Places Fund 319 Loan (decision point 3 outline business case) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (b) That an indicative approval to the total project value of £1.5 million, and the Combined Authority contribution of £1 million (to be funded from the Growing Places Fund) with full approval to spend being granted once the scheme has progressed through

the assurance process to decision point 5 (full business case with finalised costs).

(c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(vi) In respect of the West Yorkshire Urban Traffic Management Control (UTMC) decision point 3 (outline business case) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

(a) That the UTMC project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(b) That the project includes the reorganisation of the four existing district UTC services into a combined West Yorkshire UTC service.

(c) That an indicative approval to the total project value of £7.49 million is given from the Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).

(d) That development costs of £170,000 from the Transport Fund are approved in order to progress the scheme to decision point 4 (full business case), taking the total project approval to £450,000.

(e) That the Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £450,000 from the Transport Fund.

(f) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include approval at decision point 4 and decision point 5 to be delegated to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(vii) In respect of West Yorkshire and York Broadband Infrastructure Programme (activity 6 delivery) change request:

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) The change request to the West Yorkshire and York Broadband Infrastructure Programme as set out in the submitted report.
- (b) Expenditure of the increase in external funding from £7.25 million to £17.6797 million to be funded from BDUK, ERDF, BET and British Telecom contract 1 and districts as detailed in the submitted report, in order to fund contract 2 deployment of the West Yorkshire and York Broadband Programme.
- (c) That the Combined Authority enters into the variation to funding agreement between the Combined Authority and the Ministry of Housing, Communities and Local Government covering funding from ERDF (current award is £7,299,918) for the broadband programme.
- (d) That authority is delegated to the Combined Authority's Managing Director to approve any future grant variation agreements which are the result of financial re-profiling and are within the total ERDF funding envelope of £7,229,918.

#### **108. Broadband Approvals and Spending**

The Combined Authority considered a report of the Interim Director of Policy & Strategy and the Director of Delivery on the approach to digital infrastructure delivery across the City Region and funding bids for a proposed Contract 3 of the West Yorkshire and York Superfast Broadband Programme, including use of Gainshare.

Members discussed the options for digital infrastructure delivery and the key considerations for the next phase which were outlined in the submitted report.

It was reported that there are a number of funding opportunities that can support investment in digital infrastructure in West Yorkshire and the City Region including DEFRA, the Department for Media Culture and Sport and European Funding. There was also an opportunity to invest an element of the Gainshare accruing from Contracts 1 and 2 of the existing broadband programme as capital match and Members discussed the range of options, the proposed West Yorkshire and Yorkshire Superfast Broadband Contract 3 and potential programme risks which were outlined in the submitted report.

#### **Resolved:**

- (i) That the Combined Authority note the context to digital infrastructure and its alignment with national and City Region policy.

- (ii) That the Combined Authority agrees that the governance for Contract 2 and the Partnership Agreement be reviewed to ensure alignment with the Combined Authority governance model.
- (iii) That the Combined Authority agrees in principle that proposed funding applications for Contract 3 be submitted. Officers to develop options for Contract 3 making use of the funding available and which will best achieve the Combined Authority's objectives. These options will be shared with Members with the final decision on the bids to be submitted delegated to the Combined Authority's Managing Director in consultation with the LEP Chair and Combined Authority's Chair.

#### **109. Energy Accelerator**

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the Energy Accelerator including:

- The draft Contract for Funding between the EIB (European Investment Bank) and the West Yorkshire Combined Authority.
- Highlighting potential risks for the Combined Authority and project sponsors should the contract be signed.
- A recommendation from the Green Economy Panel.

The report also sought approval for the signing of the EIB Contract and progress through decision point 5 with all final approvals delegated to the Combined Authority's Managing Director.

It was reported that the Green Economy Panel had welcomed the offer of funding from the EIB. The LEP Board had considered the report at its meeting on 27 March 2018 and recommended that the Combined Authority sign the contract and proceed to establishing the Accelerator by September 2018.

**Resolved:** That the signing of the EIB Contract be approved and the programme progresses through decision point 5 with all final approvals delegated to the Combined Authority's Managing Director with input from the Investment Committee with regard to the assurance process.

#### **110. Embedding Inclusive Growth Across City Region Activity**

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the inclusive growth project and set out how inclusive growth will be embedded across the City Region's expanded policy framework.

The report outlined the work of partner councils in delivering prototype services which, subject to further investment, might be extended across the City Region to deliver inclusive growth outcomes. It was recognised that inclusive growth depended upon partnership working between public, private and community organisations with partner councils playing a vital

role to ensure economic growth benefits all residents. The LEP Board had agreed to work towards a broader policy framework where partners agree to work together on a range of topics to drive inclusive growth. Members were assured that inclusive growth was embedded in all of the Combined Authority's activities and included in the business plan with key performance indicators. Members reiterated their request that inclusive growth be referenced in future reports.

The achievements of the inclusive growth project through partnership working across the City Region were set out in Appendix 1 and Members considered that this was a good example of articulating the work of the Combined Authority. The future approach to resourcing inclusive growth within the Combined Authority was discussed and Members asked that their thanks be passed to Ruth Redfern, Project Director for Inclusive Growth, for her work on the project.

**Resolved:**

- (i) That the update on the inclusive growth project be noted and inclusive growth continues to be embedded across the City Region's expanded policy framework.
- (ii) That the work of partner authorities, including where activity might be extended across the City Region to delivery inclusive growth outcomes be noted.
- (iii) That the comprehensive approach to resourcing inclusive growth work within the Combined Authority as detailed in the submitted report be approved.
- (iv) That the Combined Authority's thanks be passed to Ruth Redfern, Project Director for Inclusive Growth, for her work on the project.

**111. Gender Pay Gap**

The Combined Authority considered a report of the Director of Resources which provided information on the gender pay gap.

It was reported that all organisations and businesses with over 250 employees were required, by legislation, to publish their gender pay gap. Appendix 1 showed the gender make-up of the Combined Authority, the mean and median pay gap and the pay breakdown by quartiles. Members considered the comparisons to district partners' gender pay reports and noted that York's figures would be added to the table.

Members discussed the measures and future plans to reduce the pay gap and noted that the Combined Authority has a number of policies and working practices to encourage gender diversity and women into more leadership roles. It was agreed that further work on the talent management pipeline, including apprenticeships and links to schools and colleges would be undertaken and a report prepared for a future meeting.

**Resolved:** That the gender pay gap and the actions proposed to address this be noted.

## **112. Corporate Planning and Performance**

The Combined Authority considered a report of the Director of Resources which:

- Provided an update on progress against the 2017/18 corporate plan and wider corporate performance issues.
- Sought endorsement to the proposed text of the corporate plan for 2018/19.

Members discussed the current progress against the 23 key performance indicators (KPIs) attached at Appendix 1 to the submitted report. It was reported that work had continued to update the corporate risk register following the review of strategic risks and the current version was attached at Appendix 2.

It was noted that the content for the 2018/19 corporate plan had been developed and this was attached at Appendix 3. Members were asked to provide comments on the list of KPIs which was being prepared to measure progress against priorities by 9 April 2018. It was noted that the Overview & Scrutiny Committee were also being given the opportunity to consider the KPIs.

It was proposed that updates on corporate performance be provided at future meetings.

### **Resolved:**

- (i) That the information on corporate performance be noted.
- (ii) That the 2018/19 corporate plan be endorsed with final sign off delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair.

## **113. Devolution**

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on progress towards securing devolution to Leeds City Region.

It was reported that a proposal had been submitted by 18 Leaders as a basis for initiating negotiation. The Government had acknowledged receipt of the Yorkshire proposal but the Secretary of State had not yet formally responded.

In noting the current position, Members endorsed the approach for a One Yorkshire Chief Executives' devolution sub group of the Yorkshire

Leaders Board to progress with the further work outlined in the submitted report.

**Resolved:** That the progress be noted and the next steps outlined in paragraph 2.11 of the submitted report be endorsed.

**114. Minutes of the Overview & Scrutiny Committee held on 4 January 2018**

**Resolved:** That the minutes of the meeting of the Overview & Scrutiny Committee held on 4 January 2018 be noted.

**115. Draft minutes of the Land & Assets Panel held on 5 January 2018**

**Resolved:** That the draft minutes of the Land & Assets Panel held on 5 January 2018 be noted.

**116. Minutes of the Transport Committee held on 12 January 2018**

**Resolved:** That the minutes of the Transport Committee held on 12 January 2018 be noted.

**117. Draft Minutes of the Overview & Scrutiny Committee held on 24 January 2018**

**Resolved:** That the draft minutes of the Overview & Scrutiny Committee held on 24 January 2018 be noted.

**118. Draft Minutes of the Governance & Audit Committee held on 25 January 2018**

**Resolved:** That the draft minutes of the Governance & Audit Committee held on 25 January 2018 be noted.

**119. Chair's Comments**

The Chair reported that this was Councillor Simon Cooke's last meeting as a representative on the Combined Authority and Members thanked him for his contributions at the meetings.

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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Governance arrangements**

**Director:** Angela Taylor, Director of Resources

**Author(s):** Angie Shearon/Liz Davenport

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To note changes to West Yorkshire Combined Authority (the Combined Authority) members and substitute members.
- 1.2 To note a vacancy on the Governance and Audit Committee.
- 1.3 To approve changes to the City of York Council members on the Transport Committee, the Overview & Scrutiny Committee and the Land and Assets Panel.
- 1.4 To endorse a proposal to appoint an Inclusive Growth Panel at the annual meeting as a formal advisory committee of the Combined Authority, and to endorse inclusive growth being embedded as a “golden thread” across all panels.
- 1.5 To consider a proposal to appoint a Place Panel at the annual meeting as a formal advisory committee of the Combined Authority.
- 1.6 To endorse a proposal to appoint a substitute for each Overview and Scrutiny member at the annual meeting.

## 2. Information

### **Combined Authority Membership – change in ‘balancing member’/ substitute ‘balancing member’**

- 2.1 The Combined Authority received notification on 21 March 2018 that Councillor Andrew Carter wished to resign with immediate effect from his position as one of the Combined Authority’s 3 members appointed for political balance – the ‘balancing members’.
- 2.2 Any formal changes to Combined Authority membership must be carried out in accordance with the West Yorkshire Combined Authority Order 2014 which established the Combined Authority with any changes to the 3 ‘balancing members’ requiring the formal agreement of all 5 West Yorkshire district councils. Subsequent to the resignation of Councillor Carter, all 5 councils have agreed to:
- terminate the appointment of Councillor Scott Benton as a substitute Combined Authority member and appoint him as the Combined Authority member to replace Councillor Andrew Carter; and
  - appoint Councillor Carter as the Combined Authority substitute member to replace Councillor Scott Benton.
- 2.3 The resignation of Cllr Andrew Carter from the Combined Authority leaves a vacancy on the Governance and Audit Committee as by law only Combined Authority Members can be members of that Committee (apart from the statutory position of independent member). There are no further meetings scheduled for the remainder of the municipal year and appointments for the new municipal year will be made at the annual meeting in June.

### **Combined Authority Membership – change to City of York Council substitute member**

- 2.4 On 28 March 2018, the City of York Council notified the Combined Authority that they wished to terminate the appointment of Councillor David Carr as the Council’s Combined Authority substitute member and to appoint Councillor Ian Gillies as his replacement. The appointment of Councillor Gillies became effective on 4 April 2018.

### **City of York Council – changes to co-optees**

- 2.5 The City of York Council provided notification that they wished the Combined Authority to make the following changes to committee membership:
- Councillor Peter Dew to replace Councillor Ian Gillies on the Transport Committee.
  - Councillor Tina Funnell to replace Councillor Sonja Crisp on the Overview and Scrutiny Committee.
  - Councillor Helen Douglas to replace Councillor David Carr on the Land and Assets Panel.

## **Inclusive Growth Panel**

- 2.6 Further to the previous consideration of this matter, it is proposed that an Inclusive Growth Panel is appointed as an additional advisory committee to the Combined Authority at the annual meeting in June, with a remit extending to advising on other aspects of public policy not covered by any existing Combined Authority committee.
- 2.7 It is also proposed that reference to securing inclusive growth is embedded into the terms of reference for every relevant panel, as a “golden thread” across all panels.

## **Place Panel**

- 2.8 It is also proposed that from the next municipal year functions currently carried out by the Land and Assets Panel could be extended to reflect the ambition to secure a high quality spatial offer extending to sport and culture, and address the spatial aspects of deprivation, with the Panel renamed Place Panel.
- 2.9 The Place Panel could also carry out functions which currently sit with the informally constituted Planning Portfolio Board (PPB), such as evidencing compliance with the statutory duty to co-operate in relation to planning of sustainable development.
- 2.10 The current voting membership of the Land and Assets Panel and the PPB could be integrated for the Place Panel as follows:
- 3 Combined Authority members,
  - 2 private sector representatives,
  - 11 relevant portfolio holders (one from each of the Leeds City Region councils currently represented on the PPB).

The 2 non-voting advisory representatives currently appointed to the Land and Assets Panel would continue to serve as non-voting representatives on the Place Panel.

- 2.11 As there is no scheduled Land and Assets Panel meeting before the annual meeting, the Chair of Land and Assets Panel has notified members of this proposal and invited them to submit comments. Members of the Planning Portfolio Board have also been notified of the proposal, and will have the opportunity to discuss these further at their meeting on 18 May.

## **Scrutiny arrangements**

- 2.12 In May 2017 new statutory changes were introduced in relation to scrutiny arrangements for combined authorities. These included setting the quorum for overview and scrutiny committees to be two thirds of the membership (higher than previously in place). Although the Combined Authority’s Overview and Scrutiny Committee has generally had high attendance, on occasion meetings have been inquorate. As a result, the Chair of the Overview and Scrutiny Committee has suggested appointing substitute members. Should this be progressed, it is proposed that each council could be asked to nominate a

substitute for each member of the Overview and Scrutiny Committee they nominate for the next municipal year.

### **3. Inclusive Growth Implications**

- 3.1 The proposal to appoint an Inclusive Growth Panel at the annual meeting and to embed inclusive growth into the terms of reference for every panel should facilitate and promote inclusive growth.

### **4. Financial Implications**

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

### **5. Legal Implications**

- 5.1 Any formal changes to Combined Authority membership must be carried out in accordance with the West Yorkshire Combined Authority Order 2014.

### **6. Staffing Implications**

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

### **7. External Consultees**

- 7.1 None

### **8. Recommendations**

- 8.1 That the Combined Authority notes the resignation of Councillor Andrew Carter as a Combined Authority Member and that his replacement is Councillor Scott Benton with effect from 19 April 2018.
- 8.2 That the Combined Authority notes the termination of the appointment of Councillor Scott Benton as a substitute Combined Authority Member, and that his replacement is Councillor Andrew Carter with effect from 26 April 2018.
- 8.3 That the Combined Authority notes the termination of the City of York Council's appointment of Councillor David Carr as a substitute member and the appointment of Councillor Ian Gillies with effect from 4 April 2018.
- 8.4 That the Combined Authority notes the City of York Council's revised nomination to the Transport Committee and co-opts Councillor Peter Dew onto the committee in place of Councillor Ian Gillies with immediate effect.
- 8.5 That the Combined Authority notes the City of York Council's revised nomination to the Overview and Scrutiny Committee and co-opts Councillor Tina Funnell onto the committee in place of Councillor Sonja Crisp with immediate effect.

- 8.6 That the Combined Authority notes the City of York Council's revised nomination to the Land and Assets Panel and co-opts Councillor Helen Douglas onto the committee in place of Councillor David Carr with immediate effect.
- 8.7 That the Combined Authority notes that the resignation of Councillor Carter will leave a vacancy on the Governance and Audit Committee.
- 8.8 That the Combined Authority agrees to progress the appointment of an Inclusive Growth Panel at the annual meeting, and to embed securing inclusive growth into the terms of reference of every relevant panel for the next municipal year.
- 8.9 That the Combined Authority considers whether to progress the proposal to appoint a Place Panel for the next municipal year with the membership set out in this report.
- 8.10 That the Combined Authority invites each West Yorkshire and York council to nominate a substitute for any member nominated to the Overview and Scrutiny Committee, such substitutes to be appointed at the annual meeting.

## **9. Background Documents**

There are no background documents referenced in this report.

## **10. Appendices**

None.

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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Capital spending and project approvals**

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**Director:** Melanie Corcoran, Director of Delivery

**Author(s):** Mary Innes / Craig Taylor

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## 1 Purpose of this report

- 1.1 To put forward proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects, including West Yorkshire plus Transport Fund (Transport Fund) and Growth Deal, for consideration by the Combined Authority's assurance process.
- 1.2 This report presents proposals for the progression of 4 schemes through the Combined Authority's assurance process in line with the Leeds City Region Assurance Framework. These schemes have a total combined funding value of £22.592 million when fully approved, of which £18.592 million will be funded by the Combined Authority. A total expenditure recommendation to the value of £4.233 million is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.

Scheme	Scheme description	Decision sought
Clean Bus Technology Fund West Yorkshire	<p>To fit emission control technology onto older, more polluting buses across West Yorkshire to significantly improve emissions.</p> <p>The project is funded by the Department for Environment, Food and Rural Affairs (DEFRA).</p> <p>The project has a very high benefit cost ratio of 6:1 at this stage.</p>	<p>Approval to proceed beyond decision point 2 (case paper) and work commence on activity 5 (full business case with costs) alongside preparation and commencement of the grant allocation process.</p> <p>Total value - £4.756 million</p> <p>Total value of Combined Authority funding - £4.756 million</p>

		Funding recommendation sought - £120,000
CRUVL (New Bolton Woods) - LEP Loan 318 Bradford	<p>To complete a combined access for the drive through prepared food outlet and enable the building of the third and final commercial unit within this new sustainable urban village, to be known as 'New Bolton Woods' and which aims to provide new employment opportunities and over 1000 new homes.</p> <p>This project is funded through the Growing Places Fund.</p> <p>The scheme has been assessed as representing good value for money, creating 25 jobs and bringing private sector match funding.</p>	<p>Approval to proceed beyond decision point 2 (case paper) and work commence on activity 5 full business case with costs.</p> <p>Total value - £346,000</p> <p>Total value of Combined Authority funding - £346,000</p> <p>Funding recommendation sought - £0</p>
A629 Halifax Road improvement, phase 5 Kirklees	<p>As part of the overarching A629 Halifax to Huddersfield corridor improvements to relieve congestion, reduce journey times and improve pedestrian and cycling accessibility. This element of the scheme will deliver traffic capacity improvements at several locations.</p> <p>This project is funded by the West Yorkshire plus Transport Fund (WYTF).</p> <p>An initial benefit cost ratio for the project has been assessed as very high of 7.41:1 which will be reviewed at full business case stage.</p>	<p>Approval to proceed beyond decision point 3 (outline business case) and work commence on activity 4 full business case.</p> <p>Total value - £12.090 million</p> <p>Total value of Combined Authority funding - £12.090 million</p> <p>Funding recommendation sought - £4.113 million</p>
Beech Hill Halifax	<p>To assist with the demolition, removal of asbestos and remediation of three high-rise tower blocks with a view to develop the delivery of new housing development in its place.</p> <p>This project is funded by the Combined Authority's Growth Deal Fund.</p> <p>A cost benefit analysis has been undertaken confirming</p>	<p>Approval to proceed beyond decision point 4 (full business case) and work commence on activity 5 full business case with costs</p> <p>Total value - £5.400 million</p> <p>Total Value of Combined Authority funding - £1.400 million</p> <p>Funding recommendation sought - £0</p>

	that the preferred option to include the tower block and depot site together provides improved value for money; this will be reviewed at full business case with finalised costs stage.	
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1.3 The Combined Authority’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.
- The Combined Authority’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.

1.4 This report provides information required to enable the Combined Authority to approve each of the above elements.

## 2 Information

2.1 The background information on the Combined Authority’s assurance framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**. In addition, this appendix also provides a description of the approach for the future assurance approval pathway and the assurance tolerances for each scheme.

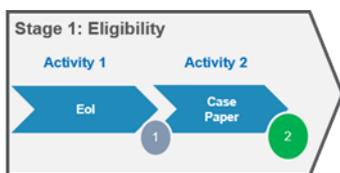
2.2 The first four schemes that have been set out in this report have been considered by the Investment Committee on 18 April and have been recommended for approval. These are summarised as:

Clean Bus Technology Fund West Yorkshire	Decision point 2 (case paper)
LEP Loan 318 New Bolton Woods, Bradford	Decision point 2 (case paper)
A629 Halifax Road improvement, phase 5 Kirklees	Decision point 3 (outline business case)
Beech Hill Halifax	Decision point 4 (full business case)



## Programmes and projects for consideration

### Projects in stage 1: Eligibility



- 2.3 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 assurance process. At this stage funding may be sought to enable this work to progress.

<b>Project title</b>	<b>Clean Bus Technology Fund (CBTF)</b>
<b>Stage</b>	1 (Eligibility)
<b>Decision point</b>	2 (Case paper)

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

### **Background**

- 2.4 The project will provide £4.756 million to fund clean technology on buses across approximately 25% of the existing bus fleet across West Yorkshire. Funding will be provided from the Department for Environment, Food and Rural Affairs (DEFRA) Clean Bus Technology Fund (CBTF) to bus operators through an open grant competition to fit emission control technology on to 231 older, more polluting buses across West Yorkshire to significantly improve their tailpipe emissions. Match funding from operators will ensure value for money and will also cover project development and delivery costs. The Combined Authority will manage the grant process for the whole of the West Yorkshire grant award including Leeds City Council's separate DEFRA grant award of £1.371 million (£2.842 million DEFRA grant award for the Combined Authority and estimated £543,000 match funding from operators taking the total scheme costs to £4.756 million).

## **Outputs, benefits and inclusive growth implications**

2.5 The scheme has a clear strategic fit to the Leeds City Region Strategic Economic Plan and West Yorkshire Transport Strategy. The project will deliver against Strategic Priority 3 – Clean Energy and Environmental Resilience through improving the clean energy performance of part of West Yorkshire’s bus fleet. It will also deliver against the policies of the Combined Authority adopted West Yorkshire Bus Strategy and West Yorkshire Low Emission Strategy to significantly reduce bus emissions. It is expected the project will deliver the following outputs:

- Improve the environment and support clean growth
- Approximately a quarter of Euro V (or older) public service buses fitted with accredited emission control technology across West Yorkshire through a grant allocation criteria to allocate across the region.
- Real time emission monitoring equipment fitted on all converted buses.
- Quarterly reporting to DEFRA of deliverables and outcomes.
- The project is forecast to remove 31 tonnes of nitrogen oxides from existing bus fleets per year – equating to 3.12 tonnes of nitrogen dioxide.
- The project is also forecast to deliver £3.9 million in reduced environmental and health damage costs over a five year period.

2.6 The project has a very high benefit cost ratio of 6:1 at this stage.

### **Risks**

2.7 The key risks and mitigating actions for this project are:

- Delivery capacity and timeframes which will be managed through project and resource planning and prioritisation.
- Accredited technology suppliers may be overwhelmed with Clean Bus Technology Fund orders nationally which could have an impact on delivery timescales; this will be managed by aiming to ensure the grant allocation process is in good time to allow the market to respond.

### **Costs**

2.8 The Combined Authority and Leeds City Council (LCC) have been awarded £4.21 million from the government’s Clean Bus Technology Fund to deliver the scheme. With operator match funding the total scheme investment is £4.756 million. These project costs are made up of £2.842 million DEFRA grant to the Combined Authority; £1.371 million DEFRA grant to LCC and estimated £543,000 match funding from operators to be finally determined following the grant allocation process.

- 2.9 £120,000 of costs on project development, legal advice and delivery is required from the Combined Authority which will be reimbursed by the operator match funding. An initial tranche of funding was been paid by DEFRA in March 2018 and may be used for the development costs with the match funding received from operators then being allocated to this account when in place.

### Timescales

- 2.10 Timescales are challenging with full project delivery, including grant delivery and spend commitment, required by March 2019. The aim is for decision point 5 (full business case with finalised costs) to take place by July 2018 and decision point 6 (delivery) to take place by March 2019.

### Future assurance pathway and approval route

Assurance pathway	Approval route
Decision point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team  Approval – the Combined Authority's Managing Director delegated decision

### Tolerances

Project tolerances
That the grant project cost remains within the figures outlined within this report.
That the project delivery timescales remains within three months of the timescales identified within this report.

### Project responsibilities

Senior Responsible Officer	Neale Wallace, Combined Authority
Project Manager	Michael Ramsey, Combined Authority
Combined Authority case officer	Mary Innes

### Appraisal summary

- 2.11 There is a clear case for the need to accelerate investment in newer buses and emission abatement technology to reduce emissions which are key priorities for Leeds City Region. However, the timeframes to spend the grant from DEFRA and the resources/inputs required for expedient delivery mean there are current concerns in relation to deliverability at this stage for which appropriate mitigations are in place.

## Recommendations

2.12 That the Combined Authority approves that:

- (i) The Clean Bus Technology Fund (CBTF) project proceeds through decision point 2 and work commences on activity 5 full business case with costs alongside preparation and commencement of the grant allocation process.
- (ii) An indicative approval to the total project value of £4.756 million (this includes the Combined Authority, LCC grant awards and operator match funding) is given from the DEFRA Clean Bus Technology Fund awarded to the Combined Authority and Leeds City Council (LCC) with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) Combined Authority project development and delivery costs of £120,000 of the DEFRA grant are approved in order to progress the scheme to decision point 5 full business case, before being reimbursed from the scheme's private sector match funding.
- (iv) The Combined Authority enters into an agreement with Leeds City Council (LCC) for the Combined Authority to receive and manage on LCC's behalf their CBTF funding award (£1.371 million) from the CBTF fund for the whole of West Yorkshire.
- (v) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project title</b>	<b>CRUVL (New Bolton Woods) - LEP Loan 318</b>
<b>Stage</b>	1 (Eligibility)
<b>Decision point</b>	2 (Case paper)

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

## Background

- 2.13 The project seeks to obtain a further Growing Places Fund (GPF) loan of £346,000 to provide access to retail units. In particular the loan will enable the completion of a combined access for the drive through prepared food outlet and the building of the third and final commercial unit that will be constructed on the first commercial plot to be developed at Canal Road Urban Village.
- 2.14 The existing GPF loan enabled junction improvements at Stanley Road and access points for this current project. At the time of the original loan the ultimate occupiers of this commercial plot were unknown. Now the occupiers are known and their land design for the plot is finalised this complementary project will achieve completion of access to the drive through food outlet site and the creation of a final third unit for let that creates additional jobs on the site.
- 2.15 The project is part of a wider mixed-use regeneration scheme in the Canal Road corridor making the most of this underutilised but well-connected site in close proximity to Frizinghall Station on the Bradford to Leeds train line. This new sustainable urban village, to be known as 'New Bolton Woods', will provide new employment opportunities and over 1000 new homes. The primary aim of the Canal Road Urban Village Ltd (CRUVL) joint venture for New Bolton Woods is delivery of housing (evidenced by previous supply and demand figures (50,000 new houses needed by 2026).
- 2.16 The project is structured to ensure certainty of delivery. The delivery partners, CRUVL, a joint venture owned by Bradford Council and Urbo, a property development and investment company with expertise in urban regeneration projects, will deliver the development over a period of years.
- 2.17 The New Bolton Woods scheme aims to achieve a step change in quality to regenerate Bolton Woods by a 'best practice design' new settlement.

- 2.18 Economic sustainability is central to this and the local centre is therefore absolutely vital to the success of the wider project with all the jobs and community benefits this will bring. As part of the wider project Arnold Laver timber merchants will be re-located to modern premises, securing and growing local jobs through one of Bradford's largest employers.
- 2.19 An indicative location map of the scheme can be found at **Appendix 2**.

### **Outputs, benefits and inclusive growth implications**

- 2.20 The project will regenerate a new area and enable quality housing and jobs.
- 2.21 It is expected that project will deliver the following outputs:
- The scheme will act as a catalyst for further development of the wider project area i.e. Canal Road / New Bolton Woods.
  - Create a combined access for a drive through prepared food outlet
  - Enable the construction of a third commercial unit
  - Create 25 new retail jobs (economic appraisal assesses 9 net jobs) across this additional loan
- 2.22 There is clear need and market demand for the project and initial indications are that the project will deliver good value for money.

### **Risks**

- 2.23 The main risks facing the scheme and mitigating actions are as follows:
- Failure to secure the potential anchor store and retailer for the third commercial unit resulting in loss of land sale receipts leads to failure to repay the loan. This risk is low given the advanced stages of dialogue with the potential anchor site and third commercial unit tenant while timescales for current and new negotiations could be extended and the loan is secured through a parent company guarantee.
  - The existing and new loans are interlinked and the success of each dependent on the other. This will be managed through the mitigation strategies outlined in the first risk above.

### **Costs**

- 2.24 £346,000 is being sought from the Combined Authority through this application to the Growing Places Fund as a loan.

### **Timescales**

- 2.25 The anticipated timescales of the project are:
- It is expected that the full business case with finalised costs (decision point 5) will be completed by May 2018;

- Construction will commence June 2018 and be completed with the building let or sold by June 2021 (decision point 6) ; and
- The loan will be repaid by 31 March 2023.

### Future assurance pathway and approval route

Assurance pathway	Approval route
Decision point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority’s Managing Director Delegated Decision

### Tolerances

Project tolerances
That the total project cost remains within the costs identified within this report.
That the project delivery timescale remains within 3 months of the timescales identified within this report.
If the risk of failure to conclude deals with the potential anchor retail food store occurs.
That the number of jobs enabled is forecast to remain within 20% of the number set out in this report.

### Project responsibilities

Senior Responsible Officer	Andrew Dainty, company project lead
Project Manager	Andrew Dainty, company project lead
Combined Authority case officer	Dominic Liddell-Crewe

### Appraisal summary

- 2.26 The project has a clear fit to the Leeds City Region Strategic Economic Plan and will deliver against the objectives of increasing access to employment and delivering good growth. The project will help act as a catalyst to attract further investment to the area. There is clear need and market demand for the project and initial indications are that the project will deliver good value for money. The project will be managed by an experienced regeneration and management team.

### Recommendations

- 2.27 That the Combined Authority approves that:
- The LEP Loan 318 project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).

- (ii) An indicative approval to the total loan value of £346,000 is given from the Growing Places Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's programme appraisal team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## Projects in Stage 2: Development



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

<b>Project title</b>	<b>A629 Halifax Road improvement, phase 5</b>
<b>Stage</b>	2 (Development)
<b>Decision point</b>	3 (Outline business case)

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

### **Background**

- 2.29 This project forms part of the overarching A629 Halifax to Huddersfield corridor improvements which is being designed in five phases. Works for phase 5 comprise of multi modal improvements forecast to create 1,740 jobs by 2026, congestion relief, reduction in journey times for general traffic, and improvements in pedestrian and cycling accessibility.
- 2.30 Kirklees council has responsibility for delivering phase 5 as a separate project. Phase 5 seeks to improve accessibility between Huddersfield and Halifax, and to the M62. It relates to the section of the A629 between the Ainley Top roundabout and Huddersfield. The scheme includes accessibility improvements for all road users, aims to reduce congestion and delay, and supports job creation and housing growth in the local area.
- 2.31 The preferred option, identified in the outline business case, includes capacity improvements from the Cavalry Arms junction to Ainley Top, with improvements at the Blacker Road junction, as outlined below. The outline business case requests funding for land acquisition to be released to allow land assembly to commence at full business case stage.

2.32 An indicative location map of the scheme can be found at Appendix 3.

### **Outputs, benefits and inclusive growth implications**

2.33 The scheme will deliver traffic capacity improvements at several locations as described below:

- Blacker road / Edgerton Grove road / New North road / Edgerton road Junction (Blacker road Junction) – road widening northbound and westbound.
- East Street / Birkby Road / Halifax Road Junction (Cavalry Arms Junction) - Re-align east-west approach lanes.
- Cavalry Arms to Birchencliffe Hill road - Endeavour to remove parking from both sides of road to enable free-flow of traffic and enable footways to be used safely. Cars currently park on both sides of the road, blocking footways and preventing the free-flow of traffic.
- Yew Tree road to Ainley Top - Extend southern approach lanes and create a new left slip onto the roundabout.

2.34 More broadly the scheme will:

- Regenerate a brownfield site to create quality housing and jobs.
- Improve accessibility between Huddersfield and Halifax and to the M62 by reducing congestion and improving journey times and reliability between the ring road and Ainley Top roundabout, for all road users in both directions by 2022, and to support the delivery of the Lindley Moor West and East Enterprise Zones.
- Support job retention and growth in the wider area with the creation of 189 indirect jobs by 2030. (The West Yorkshire Urban Dynamic Model shows up to 465 indirect jobs created).
- Support housing growth in the Lindley area and west Huddersfield generally (1,230 homes) and enable the delivery of up to 780 dwellings within the vicinity of the corridor by 2030.
- Improve air quality for local residents by contributing to a reduction of nitrogen oxide levels
- Contribute to an improved Gross Value Added across West Yorkshire. West Yorkshire's Urban Dynamic Model runs show a Gross Value Added increase of £29 million by 2030.

2.35 An initial benefit cost ratio for the project on monetarised journey times has been assessed as very high of 7.41:1; this will be reviewed at full business case stage.

### **Risks**

2.36 The key risks for the scheme, together with mitigating actions, are:

- Land acquisitions – The need for compulsory purchase orders (CPOs) is identified as a key risk in delivery. Engagement with land owners has already commenced and the Council is taking a twin track approach to land acquisitions and will seek a resolution to use CPO powers.
- Planning permission/consents – Securing Listed Building Consent for the taking down and rebuilding of a listed curtilage wall in the conservation area has been identified as a key risk. Early engagement with the council’s planning and conservation team and the landowner has taken place.
- Tree felling – Felling mature trees, some of which are covered by TPOs (Tree Preservation Orders) in the conservation area is also identified as a key risk. Whilst the removal of these trees will fall under permitted development, and therefore do not require planning consent for their removal, it is acknowledged that removal of the trees will be a sensitive issue. To mitigate the impact the Council is proposing to replace trees, where possible, within affected land boundaries, together with tree planting in other areas of the locality to offset the loss. The public will be asked for ideas about where the Council could undertake offset tree planting during the public engagement stage (proposed for June 2018). A topographical survey has been undertaken to identify tree locations and sizes for a key area of land required for the scheme and further tree surveys are to be undertaken to cover all trees affected.

### **Costs**

- 2.37 The total cost to deliver phase 5 is £12.09 million, to be funded through the West Yorkshire plus Transport Fund.
- 2.38 It is noted that at decision point 2 the total scheme cost to deliver phase five was identified as £10 million, meaning that a further £2.09 million is requested as original estimated costs have since been refined largely to account for additional land assembly work.
- 2.39 Phase five currently has £305,000 approved. A further £4.113 million is now sought to develop the project to full business case (to include: development funding and land assembly funding of £2.171 million). This will take the total development costs approval to £4.418 million.
- 2.40 The total cost to deliver the A629 Phases 1-5 is £120.6 million.

### **Timescales**

- 2.41 The timescales for the scheme are as follows:
- Full business case (decision point 4) approved by July 2019.
  - Full business case with final costs (decision point 5) approved by January 2020.

- Construction commences February 2020.
- Construction complete August 2021 (decision point 6).

### Future assurance pathway and approval route

Assurance pathway	Approval route
Decision point 4 (full business case)	Recommendation – Investment Committee Approval – Combined Authority
Decision point 5 (full business case with finalised costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision

### Tolerances

Project tolerances
That the total project cost remains within 10% of costs identified within this report.
That the project delivery timescale remains within three months of timescales identified within this report.

### Project responsibilities

<b>Senior Responsible Officer</b>	Simon Taylor, Kirklees Council
<b>Project Manager</b>	Steven Hanley, Kirklees Council
<b>Combined Authority case officer</b>	Clare Zara Davies

### Appraisal summary

- 2.42 The scheme has a strong strategic fit and overall the outline business case presented provides sufficient evidence and justification that the WYTF A629 Halifax Road phase 5 scheme should proceed to full business case.

### Recommendations

- 2.43 That the Combined Authority approves that:
- The WYTF (Transport Fund) A629 Halifax Road Phase 5 project proceeds through decision point 3 and work commences on activity 4 (full business case).
  - An indicative approval to the total project value of £12.09 million is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).

- (iii) Development costs of £4.113 million are approved in order to progress the scheme to decision point 4 (full business case), taking the total project approval to £4.418 million and that an addendum to the funding agreement with Kirklees council for the additional £4.113 million is entered into.
- (iv) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 4 (full business case) through Investment Committee and Combined Authority and at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project title</b>	<b>Beech Hill, Halifax</b>
<b>Stage</b>	2 (Development)
<b>Decision point</b>	4 (Full business case)

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

## Background

- 2.44 The Beech Hill site lies on the western edge of Halifax Town Centre. The regeneration of the site is a joint venture partnership between Calderdale Council and Together Housing. This project is for the asbestos strip out and demolition of three high-rise tower blocks and Stannary Depot to enable the delivery of the Phase 1 housing development.
- 2.45 An indicative location map of the scheme can be found at **Appendix 4**.

## Outputs, benefits and inclusive growth implications

- 2.46 The scheme's outputs are:
- 113 construction jobs created
  - Enabling 100 new homes of which 50 affordable homes\* will be created to meet local housing needs
  - 2.52 ha of brownfield land assembled for residential development

\*The Ministry of Housing, Communities & Local Government define affordable housing as social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. The Beech Hill housing scheme will provide a mixture of social rented and shared equity homes through Together Housing Association.

- 2.47 The scheme's associated benefits are:
- Improved living environment
  - Improved access to green infrastructure and local amenities
  - Improved access to employment
  - Increased availability of mixed tenure housing

- 2.48 A cost benefit analysis has been undertaken confirming that the preferred option to include the tower block and depot site together provides the best value, at a cost of £178,379/unit compared to £210,422/unit for 54 homes if the depot was excluded from the development site. It will deliver the greatest number of housing units (100) of which 50 would be affordable units. Figures used were based on the most recent viability assessment and development costs for the site; these will be refreshed during detailed costing as part of activity 5 (full business case and finalised costs).

### **Risks**

- 2.49 The key risks, and mitigating actions, which have been highlighted by the project promoter are:
- Combined Authority funding not fully secured to allow comprehensive demolition/asbestos removal of the tower blocks and Stannary depot. The impact would be a delay in delivery. This will be mitigated by identifying and applying for other funding opportunities to bring the project forward.
  - Not obtaining planning permission for phase 1 of the residential development which is linked to the success of this project. This is being managed through pre-application meetings with council's planning team and engaging the community and key stakeholders in the development of the project to ensure that community aspirations are reflected in the plans.
  - Ground conditions are worse than expected leading to increased costs. This is being managed through early Intrusive investigations to assess ground conditions, the results of which will be integrated into the residential development viability assessment.

### **Costs**

- 2.50 The total project value is £5.4 million with £1.4 million grant being sought from the Combined Authority's Growth Deal 3 for unlocking housing sites. Together Housing Association is contributing £4 million to the scheme.
- 2.51 Since decision point 2 the funding bid has increased from £1 million to £1.4 million to include the costs for demolition/asbestos removal of the Stannary Depot. The Expression of Interest originally focused only on securing the gap funding for the Together Housing owned tower block site. However a separate £400,000 bid for Housing Infrastructure Funding (HIF) for the demolition/asbestos removal of the council depot was unsuccessful. This created the opportunity to bring together two parcels of land to create a phase 1 residential development site at Beech Hill. The comprehensive development approach will bring accelerated delivery and cost efficiencies for the wider investment partnership of around £200,000 across the phase 1 residential development scheme.

## Timescales

2.52 Timescales for the scheme are:

- Asbestos/ demolition contract starts May 2018
- Residential development outline planning approval June 2018
- Demolition complete May 2019

2.53 Timeframes for the enabling outputs for this scheme are:

- Residential development planning approved Nov 2019
- Phase 1 housing start on site Jan 2020
- Completion of housing Feb 2022

## Future assurance pathway and approval route

Assurance pathway	Approval route
Decision point 5 (full business case with final costs)	Recommendation – Programme Appraisal Team Approval – the Combined Authority's Managing Director Delegated Decision

## Tolerances

Project tolerances
That costs will remain within 10% of the costs outlined in this report.
That timescales will remain within 3 months of the timescales outlined in this report.

## Project responsibilities

Senior Responsible Officer	Heidi Wilson, Calderdale Council
Project Manager	Julie Bullen, Calderdale Council
Combined Authority case officer	Caroline Farnham-Crossland
Combined Authority project manager	Polly Hutton

## Appraisal summary

2.54 The full business case clearly articulates the need for the scheme to take place. The strategic and economic case are both strong and the benefits of regenerating this particular area of Halifax are clear. Furthermore, consultation has taken place with the public and independent reports have been undertaken which support the preferred option. Further work is needed on the cost confidence element and controls to ensure control over cost increases

and programme slippage; this needs to be detailed at full business case with finalised costs stage.

### **Recommendations**

2.55 That the Combined Authority approves that:

- (i) The Beech Hill project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs)
- (ii) Conditional approval to the total project value of £5.4 million is given (which includes a £1.4 million contribution from the Combined Authority's Growth Deal Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs)
- (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report to include at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## Projects in Stage 3: Delivery and evaluation



2.56 There are no schemes in stage 3 to present in this report.

### **3 Inclusive Growth Implications**

3.1 The inclusive growth implications are outlined in each scheme, see above.

### **4 Financial implications**

4.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

### **5 Legal implications**

5.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

### **6 Staffing implications**

6.1 A combination of Combined Authority and local partner Council project, programme and portfolio management resources are or are in the process of being identified and costed for within the schemes in this report.

### **7 External consultees**

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

### **8 Recommendations**

8.1 Clean Bus Technology Fund (CBTF)

That the Combined Authority approves that:

- (i) The Clean Bus Technology Fund (CBTF) project proceeds through decision point 2 and work commences on activity 5 full business case with costs alongside preparation and commencement of the grant allocation process.
- (ii) An indicative approval to the total project value of £4.756 million (this includes the Combined Authority, LCC grant awards and operator match funding) is given from the DEFRA Clean Bus Technology Fund awarded to the Combined Authority and Leeds City Council (LCC) with full approval to spend being granted once the scheme has progressed

through the assurance process to decision point 5 (full business case with finalised costs).

- (iii) Combined Authority project development and delivery costs of £120,000 of the DEFRA grant are approved in order to progress the scheme to decision point 5 full business case, before being reimbursed from the scheme's private sector match funding.
- (iv) The Combined Authority enters into an agreement with Leeds City Council (LCC) for the Combined Authority to receive and manage on LCC's behalf their CBTF funding award (£1.371 million) from the CBTF fund for the whole of West Yorkshire.
- (v) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## 8.2 CRUVL (New Bolton Woods) - LEP Loan 318

- (i) The LEP Loan 318 project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (ii) An indicative approval to the total loan value of £346,000 is given from the Growing Places Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's programme appraisal team. This will be subject to the scheme remaining within the tolerances outlined in this report.

## 8.3 A629 Halifax Road improvement, phase 5

- (i) The WYTF (Transport Fund) A629 Halifax Road Phase 5 project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) An indicative approval to the total project value of £12.09 million is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (iii) Development costs of £4.113 million are approved in order to progress the scheme to decision point 4 (full business case), taking the total project approval to £4.418 million and that an addendum to the funding

agreement with Kirklees council for the additional £4.113 million is entered into.

- (iv) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at decision point 4 (full business case) through Investment Committee and Combined Authority and at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

#### 8.4 Beech Hill

- (i) The Beech Hill project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs)
- (ii) Conditional approval to the total project value of £5.4 million is given (which includes a £1.4 million contribution from the Combined Authority's Growth Deal Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs)
- (iii) Future approvals are made in accordance with the approval pathway and approval route outlined in this report to include at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in this report.

### 9 Background documents

- 9.1 Business case summaries for schemes recommended for approval by the Investment Committee are available here:  
<http://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CIId=156&MIId=542&Ver=4>

### 10 Appendices

- 10.1 Appendix 1 – Background to the Combined Authority's assurance framework
- 10.2 Appendix 2 – LEP Loan 318 map
- 10.3 Appendix 3 – A629 Halifax Road improvement map
- 10.4 Appendix 4 – Beech Hill map

**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

## Appendix 1: Background to the report

### Information

- 1.1 This report puts forward proposals for the progression of, and funding for, a number of schemes for approval by the Combined Authority, following consideration by the West Yorkshire and York's Investment Committee. The Combined Authority 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 point 2 (case paper approval) and 5 (final cost approval) highlighted below, with the requirement to meet the intervening activities deemed on a project by project basis.



- 1.2 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. The scheme promoters from our partner councils or partner delivery organisations attend the meeting to introduce the scheme and answer questions from the panel. The terms of reference for the PAT are contained within the Leeds City Region Assurance Framework.

### Future assurance and approval route

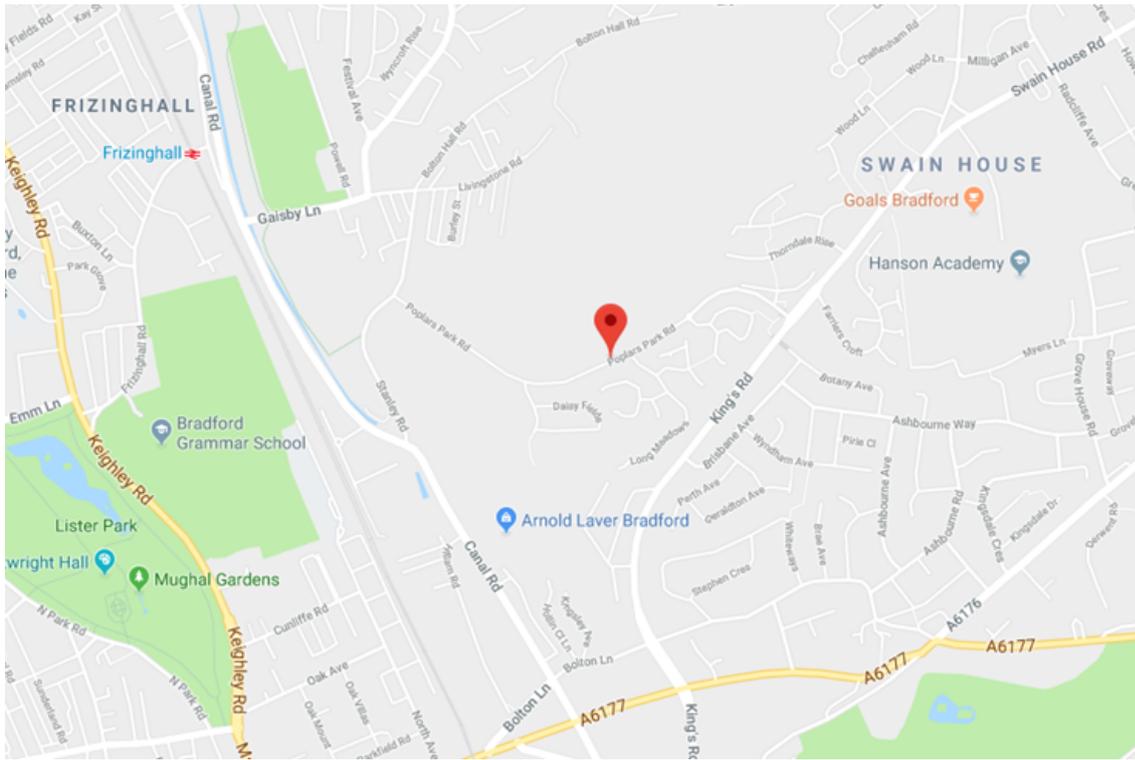
- 1.3 The tables for each scheme in the main report outlines the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A

delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

## **Tolerances**

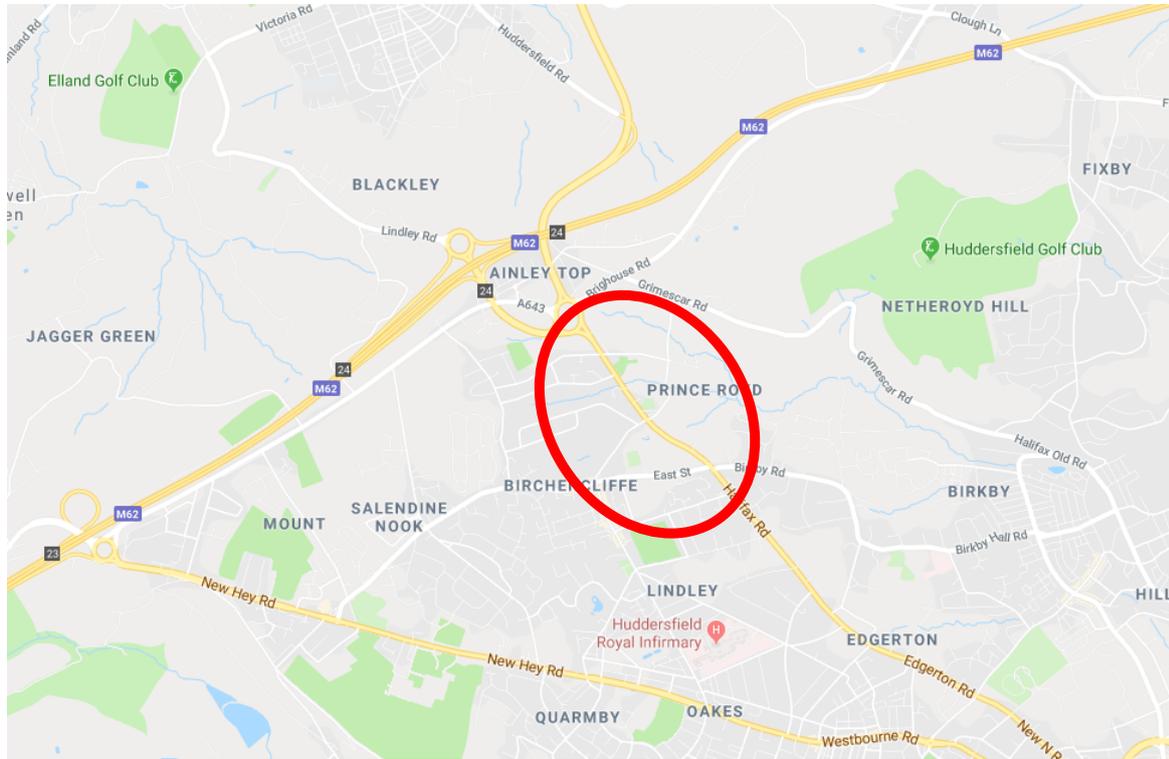
- 1.4 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to Investment Committee and/or the Combined Authority for further consideration.

### Appendix 2 LEP Loan 318 location and detail map



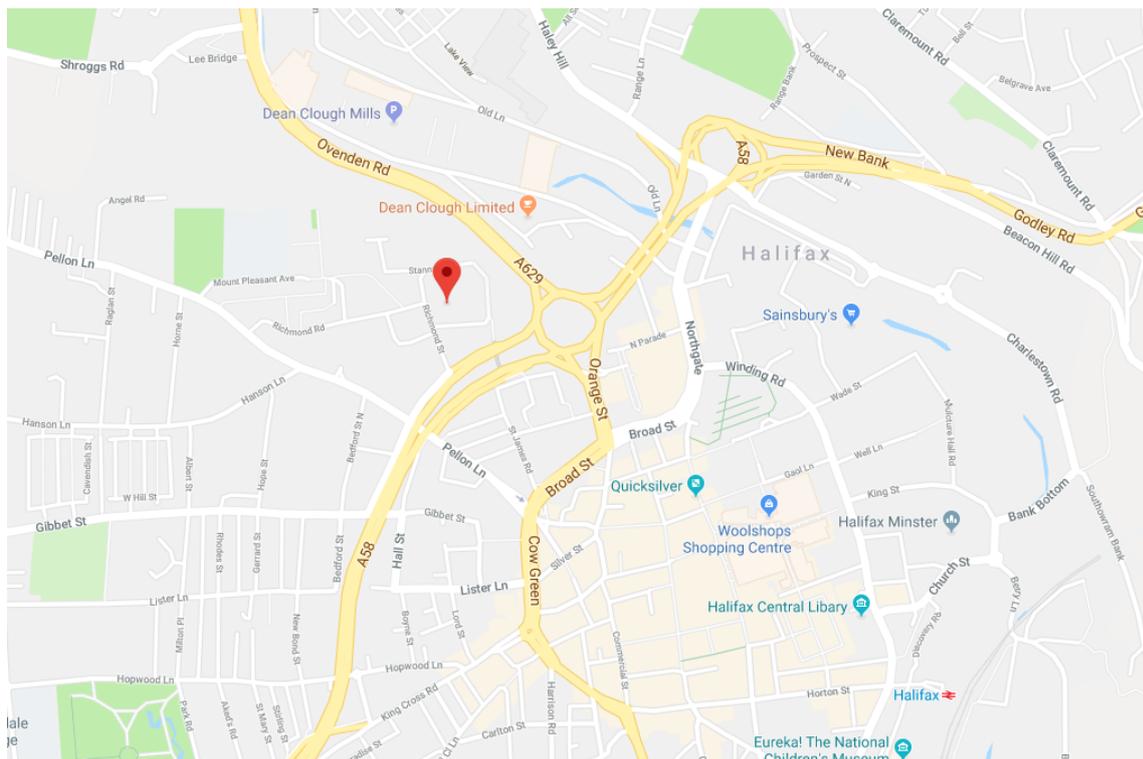
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## Appendix 3 A629 Halifax Road improvement, phase 5 location map



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### Appendix 4 Beech Hill location and detail map



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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Inclusive Growth outcomes from the Business Growth Programme**

**Director:** Sue Cooke, Executive Head of Economic Services

**Author(s):** Henry Rigg and Jonathan Skinner

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To endorse the LEP Board’s decision to adopt the revised criteria and associated conditions for awarding grants to businesses from the LEP/Combined Authority’s Business Growth Programme (BGP), commencing from July 2018.

## 2 Information

- 2.1 The City Region’s approach to a local inclusive industrial strategy aims to tackle the growing productivity gap and sustainably improves living standards for all. This extends to using the Combined Authority’s economic services – including the BGP – to incentivise businesses to grow in a way that delivers inclusive growth.

2.2 As context:

- There is significant in-work poverty, where one in four jobs in the City Region pays below the real living wage (£8.75 per hour) and 165,000 households with someone in work in the City Region (one in five) rely on in-work tax credits to top-up pay.

- Government policy implies increasing the national living wage (£7.83 for over 25s as of April 2018) to around £8.57 by 2020<sup>1</sup> and requiring employers and staff to contribute more to auto enrolment pensions.
- 2.3 By introducing stretching inclusive growth outcomes for the BGP, the LEP targets its limited public support at those businesses seeking to 'get ahead of the curve' on matters like paying the 'real living wage', providing training and supporting employees with disabilities.

#### Consultation to date

- 2.4 The LEP is mindful of the need to ensure that the measures proposed are acceptable to small businesses and will not place an undue burden on their operations. To this end, a workshop was hosted in November 2017 with representatives of prominent private sector intermediaries in the City Region, including accountants, banks and legal companies (known as the 'Professionals' Perspective'). Attendees were consulted on the proposed changes to the grant criteria, and also provided valuable feedback from their own perspectives and those of their clients and customers. There was strong consensus amongst attendees of the importance of prompt payment to small businesses.
- 2.5 To gather direct feedback on the proposals from SMEs, a survey of businesses in the Leeds City Region that have previously been awarded grants was undertaken in late 2017/early 2018. 25 businesses responded by completing a detailed questionnaire on the revised draft criteria and associated conditions. One specific question was whether the revised criteria would have deterred businesses from applying for the grant.
- 2.6 The LEP Board's January 2018 meeting provided feedback on the revised criteria and associated conditions, which were noted subject to further consultation. The same documents were previously considered by the Business Investment Panel in December 2017, and by the Business, Innovation and Growth (BIG) Panel in December 2017 and March 2018, with feedback also noted.
- 2.7 Following the above meetings, a final version of the revised criteria and associated conditions was again considered by the LEP Board at its meeting on 27 March 2018. This meeting approved the revised criteria and associated conditions, but emphasised the importance of making the application, appraisal and monitoring processes as straightforward and business-friendly as possible.
- 2.8 As an extension of its appraisal function on large capital grant applications, the Business Investment Panel will advise the LEP/Combined Authority on the application of the revised criteria and associated conditions.

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<sup>1</sup> <https://www.gov.uk/government/news/largest-rise-in-national-minimum-wage-rates-for-young-people-in-a-decade>

## Consultation Findings

- 2.9 The main findings from the above consultation and business engagement are that there is strong support for the inclusive growth agenda and its underpinning principles, and for encouraging employers of all sizes to invest in their lower-paid staff and facilitate career progression.
- 2.10 There is a consensus that the LEP and the Combined Authority should realise increased inclusive growth outcomes and benefits from the grants awarded to businesses in the City Region. However, there is also a clear view that support for the new approach should be proportionate depending on the size of the business and of the grant i.e. businesses in receipt of larger grants should deliver the most inclusive growth outcomes.
- 2.11 Paying the 'real living wage' is regarded as the main barrier for businesses in terms of implementing all of the proposed changes. This is primarily because of the cost implications in sectors with typically low margins. Furthermore, there is strong support for incentivising businesses to deliver more inclusive growth outcomes, but without excluding certain sectors or sub-sectors.
- 2.12 Other common views from the consultation include the importance of grant-recipients making a commitment to prompt payment of their small business suppliers, and the need to improve the link between grants and increased productivity. This is particularly important for manufacturers that may be investing in productivity measures without necessarily increasing headcount in the business.
- 2.13 The headline findings from the questionnaire with businesses were as follows:-
- 72% agree that the LEP/Combined Authority is right to look at ways in which businesses can support the inclusive growth aims.
  - 56% of businesses already are, or have plans to, become a Living Wage employer within two years.
  - 32% would be inclined in principle to committing to become a Living Wage employer within two years.
  - 44% of businesses would not be deterred from applying for a grant if the new conditions were introduced, 24% would be put off and 32% were unsure.
  - Most businesses would welcome support from the LEP/Combined Authority to deliver more inclusive growth outcomes e.g. through skills plans and apprenticeships, working with schools, training lower paid staff, undertaking a supply chain audit etc.
  - The conditions that most businesses would be inclined to commit to were developing a skills plan and working with schools, whilst the ones they were least inclined to commit to were offering work opportunities to local people with disabilities or health issues and offering more sustainable green travel options. The main reason for this was lack of awareness of the support available to undertake such activities.

2.14 There were several areas of risk raised during the consultation process from both the businesses that responded to the questionnaire, and the private and public sector members of the two panels and the LEP Board. These were as follows:-

- The sectors that typically employ staff on lower salaries could be those most excluded from future grant-funding e.g. food and drink, some parts of the manufacturing sector, warehousing and distribution.
- Margins within these sectors are very tight, which will make it difficult for businesses to pay the 'real living wage' and remain competitive or even viable.
- The above sectors also employ large numbers in the Leeds City Region and are particularly prevalent in certain areas of Kirklees, Bradford and Wakefield.
- Recent analysis of grants awarded to 138 businesses over the last 12 months shows that 42% of the jobs created (totalling 466) were below the 'real living wage' rate of £8.75 per hour and, therefore, would not have been supported if the new criteria had been in use. The businesses in receipt of these grants include some of the City Region's most established and innovative manufacturers.
- Grant awards are a recognised and proven way for the public sector to build strong, lasting and mutually-beneficial relationships with key employers. Therefore, there is a risk that some of these relationships will not progress and flourish if some businesses are deterred from applying for grants.
- There is a potential reputational risk for the LEP/Combined Authority if the public sector is perceived to be influencing wage policy within the private sector, and is not adopting the same policies within its own organisations and supply chains.

#### Business Productivity

2.15 A common response from the consultation was the need to identify an effective, robust and deliverable way to support businesses with grant-funding for capital investment projects that are improving their productivity, without necessarily creating new jobs. To this end, the LEP has established a small working group, with representation from businesses in the City Region, to take it work forward at the local level. The group will report progress to the LEP Board and the BIG Panel.

2.16 The working group had its first meeting in April 2018 and considered the design and implementation of a pilot project on productivity. This could include a ring-fenced amount of funding from the BGP budget to support a number of capital investment projects where productivity commitments would replace the requirement for increased jobs. Further work is underway to develop the precise delivery model for the pilot, but it could include the applicants committing to recognised national and/or industry accreditations linked to productivity gains, such as ISO9001, Lean or Six Sigma.

- 2.17 Further consideration will be undertaken into how the new criteria and associated conditions approach might be applied to strategic inward investment projects. This will include more detailed analysis of projects supported to date and those in the pipeline.

#### Conclusions and proposed revised approach

- 2.18 The overall conclusion of the consultation and business engagement activity to date is that there is strong support for introducing the proposed new criteria and conditions.
- 2.19 The main area of concern for some businesses and other stakeholders was the original proposal to pay the ‘real living wage’ for all new jobs created as a result of investment projects supported by grants. This was primarily because of the potential for certain sectors, sub-sectors and parts of the City Region to be excluded from grant-funding and from engaging meaningfully with the LEP/Combined Authority.
- 2.20 Therefore, it is proposed that the new criteria incorporate an ‘incentive element’ that provides more funding per new job paying the ‘real living wage’, and less funding per new job paying the National Minimum Wage. This revised approach is set out in more detail within **Appendix 1** and addresses the feedback to ensure that small businesses in lower wage sectors can continue to apply for business grants, whilst incentivising those who pay more to their staff.
- 2.21 It is proposed to roll out this approach and review after six months to check its effectiveness and impact on SMEs, including grant take up rates amongst smaller businesses.

### **3 Inclusive Growth Implications**

- 3.1 The proposed changes set out within the report aim to improve inclusive growth within the City Region by encouraging, incentivising and supporting businesses to pay higher wages and invest in their current and future employees.

### **4 Financial Implications**

- 4.1 Implementation of the revised criteria could reduce the amount of Local Growth Fund expenditure via the BGP in coming years. However, this should be balanced by the reduced amount of available funding within the BGP up to 2021, compared to the previous three years.

### **5 Legal Implications**

- 5.1 Implementation of the revised criteria would require additional legal resource due to the inclusion of new clauses in funding agreements with the grant-recipients related to the inclusive growth outcomes.

## **6 Staffing Implications**

- 6.1 Implementation of the revised criteria would require a modest level of additional staff time within the Combined Authority to ensure that the proposed inclusive growth outcomes are appraised, monitored and reported for each grant award over the £50k threshold, i.e. circa 20-25 grants per annum.
- 6.2 For the smaller awards up to £50k, the grants team would continue to track the wage rates of jobs created with the grant funding, as they do currently, to check that they are in line with the grant conditions stipulated, prior to final payment.

## **7 External Consultees**

- 7.1 Please see 2.4 to 2.13 above for detail of the consultation undertaken to date.

## **8 Recommendations**

- 8.1 That the Combined Authority endorses the LEP Board's decision to adopt the revised criteria and associated conditions for awarding grants from the Business Growth Programme (BGP) as set out within Appendix 1, commencing from July 2018, with a review to be undertaken after six months.

## **9 Background Documents**

None.

## **10 Appendices**

Appendix 1 - Proposed new criteria for the Business Growth Programme

## Proposed new criteria for the Business Growth Programme

All grant recipients of the Business Growth Programme (BGP) will be expected to meet the core criteria outlined below, which it is proposed are implemented from July 2018.

### Revised Core Criteria

- Applicants must be based in the Leeds City Region, which includes the local authority areas of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York
- Investment projects must create permanent new jobs in the Leeds City Region
- Applicants will be incentivised to employ staff on or above £8.75 per hour, by allocating more grant per new job for those paying that rate
- All new jobs funded by the LEP grant must be paid at least the National Living Wage or Minimum Wage (£7.83 per hour from age 25+ as of April 2018)
- Apprenticeship\* jobs are permissible but applicants are expected to pay the apprentice at least the National Minimum Wage appropriate for the age of the apprentice (rather than the lower national apprenticeship wage)
- For each new job created, the following maximum amounts will be available to the applicants, to be revised annually in line with published rates : -

<b>Pay Rates for New Jobs Created with LEP Grant</b>	<b>Maximum Amount per new job</b>
Pay at least £8.75 per hour (Real Living Wage)	£12,500
Pay at least £7.83 per hour (National Living Wage/ Minimum Wage/Apprentice rates see above *)	£7,500

- Applicants must have private finance available: either of their own, from a bank, or other commercial finance to invest alongside the grant
- For every £1 of LEP funding sought, applicants must be able to provide at least £4 of private sector investment
- The minimum grant level is £10,000 and total project cost must be at least £50,000 - therefore applicants must have at least £40,000 of private sector finance to invest for every £10,000 of grant

- Applicants must be established for at least 12 months and must operate from commercial premises
- Applicants must generate the majority of their turnover by trading with other businesses, or applications must demonstrate how the grant-supported project will lead to this
- Projects must support the City Region's key growth sectors and/or their direct supply chains: specifically health and life sciences, digital and creative industries, low carbon and environmental industries, manufacturing, financial and professional services or business to business services
- Refurbishment or renovation projects will only be supported where the applicant will be the sole occupier within the refurbished or renovated property
- Businesses engaged in retailing or providing localised business to consumer services are not eligible for grant support. However, applications from businesses who derive their turnover exclusively from e-commerce/internet sales will be considered on a case by case basis

### **Additional Inclusive Growth Commitments**

Businesses receiving grants of over £50,000 will be expected to offer additional "inclusive growth" commitments as outlined below.

- Inspire the next generation by working with schools and/or colleges
- Develop a Skills Plan including Apprenticeships
- Offer training to low paid staff to help them progress
- Offer work opportunities to local people with disabilities or health issues
- Offer more sustainable 'green travel' options to employees
- Undertake an energy audit to identify ways to reduce energy consumption
- Undertake a supply chain audit to identify opportunities to buy more from local suppliers
- Pay small business suppliers in accordance with the Prompt Payment Code - <http://www.promptpaymentcode.org.uk/> - including a commitment to pay all suppliers within 60 days and to commit to 30 days as the norm.
- Commit to paying staff the Real Living Wage within an agreed timescale.

The LEP / Combined Authority, and its partners, can support applicants to directly access a number of products and services associated with the above commitments. Initial guidance and advice with the commitments is available to businesses via the LEP Growth Service on 0113 3481818 ([businessgrowth@the-lep.com](mailto:businessgrowth@the-lep.com) / [www.the-lep.com/business](http://www.the-lep.com/business) )

The expected commitment will vary depending on the level of grant awarded:

- For grants from £50,000 - £99,000, the applicant is expected to agree to **two or more** of the additional commitments.
- For grants from £100,000 -£249,000, the applicant is expected to agree to **three or more** of the additional commitments.
- For grants over £250,000, the applicant is expected to agree to **four or more** of the additional commitments, one of which must be paying staff the Real Living Wage.

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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Transport Strategy and Bus Strategy update**

**Director:** Liz Hunter, Interim Director of Policy and Strategy

**Author(s):** Steve Heckley

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To provide an update on work to deliver the West Yorkshire Transport and Bus Strategies.
- 1.2 To seek approval to adopt a Performance Management Framework of indicators and targets to set the West Yorkshire Combined Authority's ambition for the transport system and to assess performance in delivering the Transport Strategy.

## 2 Information

- 2.1 The Combined Authority adopted the West Yorkshire Transport Strategy 2040 and Bus Strategy in August 2017, following extensive public consultation on both. The technical work to develop the two strategies was overseen by the Transport Committee.
- 2.2 In adopting the Transport Strategy, the Combined Authority delegated a decision on the final appearance and minor amendments to the strategy for publication to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee. Minor amendments were agreed

relating to presentation, edits to text and the addition of a foreword. The final Transport Strategy is available on the Combined Authority's website, accessed at: <https://www.westyorks-ca.gov.uk/transport/transport-strategy>. The Bus Strategy is available at <https://www.westyorks-ca.gov.uk/transport/bus-strategy/>.

- 2.3 The Transport Strategy sets out the Combined Authority's high level vision and policy aspirations for the whole of the transport system for the next 20 years. The Bus Strategy, as a daughter document to the Transport Strategy, sets out the detailed approach to delivering a modern, integrated and innovative bus system.
- 2.4 Both the strategies sit within the emerging policy framework of the Combined Authority, with the development of a Leeds City Region Industrial Strategy at its heart, targeted at placing the City Region on the front-foot with an ambitious policy platform that improves competitiveness and drives inclusive growth outcomes. A world class, 21<sup>st</sup> Century transport system is a vital requirement of a competitive, inclusive economy, where jobs are created, productivity is boosted and the benefits of economic success are shared fairly.
- 2.5 Providing more and better transport options for individuals and businesses is a central theme of the two strategies, with particular emphasis placed on the role of clean, sustainable transport to improve air quality and minimise the impact of climate change on communities and businesses. The strategies sets out our ambition through vision statements, objectives, policies and a set of challenging targets to grow the amount of trips made by sustainable transport.

### **Transport Strategy**

- 2.6 The Transport Strategy contains 67 policies, arranged under six core themes. Each policy suggests an action or number of actions. The Combined Authority agreed that Transport Committee continued to oversee work to develop the detail of how each policy can be implemented, and highlighted these key pieces of work:
  - Develop a full set of indicators and targets to be used to measure the performance in delivering the Transport Strategy.
  - 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 transport modes e.g. walking, cycling, bus, rail.
  - Develop the detailed approach to delivering the desired social, environmental and public health benefits through, for example, better air quality and local safety and accessibility improvements.

### **Performance Management Framework of Indicators and Targets**

- 2.7 Transport Strategy delivery is intended to be informed by a performance management framework of indicators and targets to monitor and evaluate the

performance of the Combined Authority and its partners in delivering investments and achieving desired outcomes.

2.8 The Department for Transport's guidance for Transport Plans (2009) recommends that Transport Authorities consider performance indicators appropriate for monitoring the strategy, and for which targets could be set to secure delivery. The guidance states that "a strong plan will include ambitious target setting, clear trajectories, and close monitoring of delivery."

2.9 The Combined Authority in adopting the Transport Strategy agreed some mid-term targets for the first 10 years of the strategy, to substantially grow the number of journeys made by sustainable modes of transport:

- 25% more trips made by bus by 2027.
- 75% more trips made by rail by 2027.
- 300% more trips made by bicycle by 2027.

The Combined Authority agreed that more indicators and targets would be added.

2.10 A proposal for a full set of indicators and targets has now been developed with the input of the West Yorkshire District Councils and stakeholders, including Public Health England. The proposal was endorsed by the Transport Committee at its meeting of 16 March 2018. The proposal is attached as **Appendix 1**. The key features are:

- **A set of five modal targets** - adding targets for car and walking trips to supplement the targets previously agreed by the Combined Authority for growing bus, rail and cycle trips (identified in para. 2.8 above).
- **A set of six key indicators with a target for each** - with one key indicator and a target to illustrate each of the strategy's six core themes.
- **A longer set of 32 supporting technical indicators** - to provide additional insight into performance.

2.11 Engagement on the proposal identified a preference to set mid-term (10 year) targets, rather than for the whole period of the strategy through to 2040. It also identified the importance of monitoring performance to review progress and if appropriate reset targets and/or strategy depending on performance. Transport Committee endorsed the use of mid-term targets, and in considering alternative options for target setting, endorsed preferred options.

2.12 The targets proposed for the main transport modes and the key indicators to illustrate the core themes of the Transport Strategy are intended to show the Combined Authority's ambition and to be applied to drive the delivery of the policies and implementation programmes described in the Transport Strategy.

2.13 The work to develop the proposal was scrutinised by the Combined Authority's Overview and Scrutiny Committee's Transport Working Group. The Working Group has confirmed its satisfaction with the process of developing the

indicators and targets and that the proposals contained in this report reflects the views and inputs of stakeholders. The Working Group continues to have a role in overseeing the development and delivery of policies contained in the Transport and Bus Strategies.

#### Mode target - Car trips

- 2.14 Transport Committee endorsed the setting of a target for the total number of all car trips made each year by West Yorkshire residents, with a preferred option to continue the previous West Yorkshire Local Transport Plan (LTP3) target to maintain the total number of car journeys made by West Yorkshire residents per year at 2011 levels through to 2027. This requires that any additional growth in trips is accommodated by other, sustainable modes of transport. The rationale is that capping growth in car trips is desirable to deliver environmental, health, inclusive growth and economic benefits (through reducing the impact of traffic congestion).
- 2.15 The total annual number of car trips made by West Yorkshire residents has fluctuated in response to the performance of the economy. In 2015 to 2016 there was an increase in car trips that took the total number of car trips above 2011 levels for the first time. Projections indicate that car trips could be expected to continue to grow if no action is taken to improve alternatives to the car. The Transport Strategy provides a number of policy commitments to substantially invest in the performance and quality of public transport to increase travel options, and in cycling and walking to provide environmental and health benefits. Delivery of these interventions could be expected to contribute to reducing the demand for car travel. Reducing car trips over the next 10 years from current (2016) levels to target (2011) levels will result in an overall reduction of 3.5% in car trips. The trajectory endorsed by Transport Committee shows the total annual car trips anticipated to rise to a point around 2021 then beginning to reduce once a number of transport investments have been delivered and begin to influence mode shift.
- 2.16 There are risks to setting a target for car trips given the close relationship with the economic performance, and a target to reduce the overall level of car trips can be seen as challenging given a longer term historic trend of growth in trips, but a target to reduce car trips can also be viewed as ambitious and consistent with the policies contained within the Transport Strategy. The target endorsed by Transport Committee is shown in Appendix 1.2

#### Mode target - Walking trips

- 2.17 Transport Committee endorsed the setting of a target for the total number of walking trips made each year with a preferred option to achieve an upward trajectory of a 10% increase in walking trips by 2027, reflecting both changes in population and aspirations related to Transport Strategy policies. The target endorsed by Transport Committee is shown in Appendix 1.3

### Core theme Key indicators and targets

- 2.18 Transport Committee endorsed the setting of one key indicator with an associated target to illustrate each of the strategy's six core themes: Inclusive Growth; Road Network; Places; One System Public Transport; Smart Futures; and Asset Management and Resilience. The key indicators and targets endorsed by Transport Committee are shown in Appendix 1.4 to 1.9.

### Supporting technical indicators

- 2.19 A number of the supporting technical indicators (and the Modal and Key Indicators) are carried forward from the previous West Yorkshire Local Transport Plan, but with refinements and additions to reflect the increased breadth of the new Transport Strategy in including policies for example in respect of inclusive growth and public health. The proposal makes use of existing data sets and collection methodologies used by the Combined Authority and the West Yorkshire District Councils and from partner agencies and government, but also seeks to make use of new developments in data sources and methods to collect data where freely available. The proposal is affordable within current budgets.
- 2.20 The proposal makes use of Customer Satisfaction data collected by the Combined Authority's Tracker Survey in respect of public transport and road performance. Transport Committee in overseeing the Transport Strategy work emphasised the importance of users of our transport networks and services and the need to understand and be responsive to customer requirements.
- 2.21 The delivery of the Transport Strategy will be monitored and managed by the Combined Authority in partnership with the West Yorkshire Districts, which will include reviews of the performance data. The proposed performance indicators lend themselves to annual reporting as most of the data is released on an annual basis. It is proposed to provide the performance data on the Combined Authority's website for ease of access by Members, public and stakeholders.
- 2.22 Once a full set of Indicators and Targets has been agreed by the Combined Authority it is proposed to update the Transport Strategy to include a Performance Management section to explain the indicators and targets and the process for their regular monitoring and review.

### Bus Strategy Performance Management Framework

- 2.23 In endorsing a Performance Management Framework of Indicators and Targets to assess overall performance in delivering the Transport Strategy, the Transport Committee meeting of 15 March 2018 agreed that a report setting out a proposed performance management framework for the Bus Strategy to be presented to its forthcoming meeting on 25 May meeting.

## Transport Strategy and Bus Strategy delivery

- 2.24 The Transport and Bus Strategies are now shaping the delivery of the Combined Authority and its partners. Delivery highlights achieved in the eight months since the adoption of the strategy are listed below under each of the Transport Strategy core theme headings:

### Inclusive Growth, Environment, Health and Well-being

- Publication of, and consultation on, a Leeds City Region HS2 Growth Strategy.
- Work progressing with the West Yorkshire partners to develop an approach to the identification and development of Inclusive Growth corridor.
- Secured additional funding to the existing Cycling and Walking to Work Fund, to deliver more engagement, training and grant programmes to help more people access employment and training opportunities by foot/bike.

### Road Network

- Signing of a Memorandum of Agreement by each of the West Yorkshire District Councils and the Combined Authority to collaborate on operational management and improvements to a West Yorkshire Key Route Network, including developing a collaborative, cross-boundary approach to Urban Traffic Management Control funded through the West Yorkshire plus Transport Fund.
- Input to Transport for the North's development of a defined network and funding proposal for a Major Road Network for the North - which includes 70% of the West Yorkshire Key Route Network.
- Commenced delivery of the £1.98m Ultra Low Emission Vehicle Taxi Scheme for up to 88 charge points to support a zero emission taxi and private hire fleet in West Yorkshire.

### Places to Live and Work;

- Securing funding support from the DfT to develop Local Cycling and Walking Infrastructure Plans, enabling future cycling and walking networks to be identified and a prioritised programme of schemes to deliver the required networks.
- Development of the Leeds City Region Green and Blue Infrastructure Strategy Delivery Plan to deliver 1000 miles of green and blue infrastructure rich corridors.

### One System Public Transport;

- Bus Strategy delivery of our 'Bus 18' short term programme of initiatives - with progress on:

- **Ticketing** - launch of a Day Saver smart ticket which enables customers to buy travel by the day (a “carnet”) which particularly helps part time workers. The MCard android phone app is now available enabling customers to top up their smartcard.
- **Network Stability** - agreement been made with bus operators to consult on major bus route changes and limit changes to six times of the year.
- **Air Quality** - buses in West Yorkshire now display an Eco Star rating to identify their environmental performance. Fleet replacement plans are being agreed with operators.
- **Punctuality and Reliability** - a £1m programme of work to address “hotspot” locations on the highway which impact on bus “punctuality is in progress.
- **Customer Service** - customers not happy with their bus journey can now claim a free travel voucher from the major bus operators. Customers can call a taxi and claim the cost back from either First, Arriva or Transdev if their last bus doesn’t arrive within 20 minutes of the scheduled time.
- **Information** - the CWYCA and bus operators have collaborated on a new design for bus stop information which is being rolled out from February 2018.
- A number of improvements to make bus travel more attractive for young people
  - Engagement with youth groups to shape development of young people’s ticketing initiatives.
  - Arrangements made to ensure young people under 16 can take advantage of concessionary fares when wearing school uniform.
  - Development of a new “go anywhere” ticket in the summer holidays aimed at young people who occasionally use the bus.
  - On-going work to simplify the eligibility passes and ticket products aimed at people under 25.
- Agreement between the Combined Authority and bus operators to a punctuality monitoring scheme, effective from January 2018 which will involve periodic reporting of performance against targets to the Transport Committee.
- Successful application to the government’s Clean Bus Technology Fund for £4.2m grant to improve emissions on 25% of the existing West Yorkshire bus fleet to Euro VI emission standard.
- Commenced work to develop the Combined Authority’s refreshed RailPlan.

### Smart Futures:

- Continued delivery of the MCard smartcard ticketing offer, including the addition of 8 new MCard ticketing machines and 8 new information points at bus stations.
- Development of the Trav.ly app, trialled for park and ride users.
- Launch of the UK's first app which allows customers to load products on the go or from home, 24/7.

### Asset Management and Resilience

- Development and ongoing delivery of an action plan to implement the recommendations of the Well Managed Highway Infrastructure Code of Practice developed by the UK Roads Liaison Group.

2.25 Further reports on the delivery of the Transport Strategy, including delivery details and performance against indicators and targets, will be brought to future meetings of the Transport Committee.

## **3 Inclusive Growth Implications**

3.1 Inclusive Growth, Environment, Health and Well-being is a core and cross-cutting theme of the West Yorkshire Transport Strategy. The Performance Management proposal for the Transport Strategy includes a set of indicators to monitor the performance of the Combined Authority in delivering the policies for Inclusive Growth, Environment, Health and Well-being contained in the Transport Strategy. An Inclusive Growth target is proposed to measure the level of accessibility that West Yorkshire's most deprived communities have to employment opportunities. The target is identified in Appendix 1.4.

## **4 Financial Implications**

4.1 There are no direct financial implications from the report. The proposals for the monitoring and analysis of Transport Strategy performance are affordable within existing budgets and resources.

## **5 Legal Implications**

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

## **6 Staffing Implications**

6.1 There are no direct staffing implications from the report. The proposals for the monitoring and analysis of the Transport Strategy performance are possible within existing resources.

## **7 External Consultees**

- 7.1 The development of the West Yorkshire Transport Strategy 2040 was subject to extensive public and stakeholder consultation. The public and stakeholder consultation undertaken on the Transport Strategy in 2016 contained questions in respect of the type of indicators that the public and stakeholders considered appropriate to monitoring the performance of the strategy. The results and analysis of that consultation were reported to the Transport Committee and published on the Combined Authority's website. There was a total of 1,711 responses to the West Yorkshire Transport Strategy consultation.
- 7.2 The 2016 consultation exercise responses on possible performance indicators were considered in developing the proposal for the Performance Management Framework of indicators and targets for the Transport Strategy. The Combined Authority's Overview and Scrutiny Transport Working Group in overseeing the work to develop indicators and targets for the Transport Strategy was satisfied that further public consultation on indicators and targets was not necessary, and also that the round of stakeholder engagement referred to in paragraph 2.10 to develop the detail of the Performance Management proposals was accurately reflected in the proposal presented to Transport Committee.
- 7.3 Public Health England as a key partner to the Transport Strategy 2040 has been closely involved in the development of the indicators and targets and was consulted and commented on draft proposals.

## **8 Recommendations**

- 8.1 That the Combined Authority notes the progress in delivering the West Yorkshire Transport Strategy 2040 and Bus Strategy 2040.
- 8.2 That the Combined Authority adopts the proposals for the Performance Management indicators and targets for the West Yorkshire Transport Strategy 2040 and the Transport Strategy is updated to include a Performance Management section.

## **9 Background Documents**

The West Yorkshire Transport Strategy 2040 and associated documents can be accessed at: <https://www.westyorks-ca.gov.uk/transport/transport-strategy/>

The West Yorkshire Bus Strategy 2040 and associated documents can be accessed at: <https://www.westyorks-ca.gov.uk/transport/bus-strategy/>

## **10 Appendices**

Appendix 1 - The proposed Transport Strategy 2040 Performance Management Framework of targets and indicators

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# 1.1 The proposed shape of the Transport Strategy 2040 Performance Monitoring Framework of indicators and targets

MID-POINT MODE TARGETS TO 2027: **-3.5%** trips by car **+10%** by walking **+25%** trips by bus **+75%** trips by rail **+300%** trips by bike

	INCLUSIVE GROWTH, ENVIRONMENT, HEALTH AND WELL-BEING	THE ROAD NETWORK	PLACES TO LIVE AND WORK	ONE SYSTEM: PUBLIC TRANSPORT	SMART FUTURES	ASSET MANAGEMENT AND RESILIENCE
<b>6 KEY INDICATORS (targets attached)</b>	<b>Access inequality (employment)</b>	<b>WY mode share (NTS)</b>	<b>Killed or Seriously Injured (KSI) casualties</b>	<b>Satisfaction with local bus/rail services</b>	<b>Percentage of smartcard/m-ticket transactions</b>	<b>Satisfaction with transport infrastructure</b>
<b>32 SUPPORTING INDICATORS:</b>	<ol style="list-style-type: none"> <li>Annual road traffic emissions</li> <li>Transport cost stress</li> <li>Transport costs (fares, fuel)</li> <li>KSI casualties in 10% most deprived areas</li> <li>Satisfaction with affordability of transport for groups of population</li> <li>Percentage of plug-in vehicles</li> <li>% Deaths attributed to Air Pollution</li> </ol>	<ol style="list-style-type: none"> <li>Key Route Network speeds (am peak)</li> <li>WY Mode share (cordon)</li> <li>WY traffic volumes</li> <li>km of new cycle facilities</li> </ol>	<ol style="list-style-type: none"> <li>KSI casualties by road user type and district</li> <li>KSI casualty rates by road user type (car/cycle/walk)</li> <li>Walking and cycling activity</li> <li>Satisfaction with safety of children walking/cycling to school</li> <li>Percentage of residents using outdoor space for exercise/health reason</li> <li>Businesses perception of accessibility by Public Transport</li> <li>Businesses perception of transport connections</li> </ol>	<ol style="list-style-type: none"> <li>Bus punctuality</li> <li>Rail punctuality</li> <li>Satisfaction with public transport (broken down)</li> <li>Satisfaction with bus punctuality</li> <li>Park and Ride spaces</li> <li>Satisfaction with connections from rail to other modes</li> </ol>	<ol style="list-style-type: none"> <li>Confidence in using the best value for money ticket</li> <li>Number of bus stops with RTI screens</li> <li>Overall satisfaction with public transport information</li> <li>Reliability of the WY Key Route Network (KRN)</li> <li>Percentage of KRN which is adaptive e.g. variable speed limits</li> <li>Businesses perception of transport information provision and road condition</li> </ol> <p><b>Informed by Transport for the North (data &amp; methods awaited)</b></p>	<ol style="list-style-type: none"> <li>Percentage of local authority managed road requiring structural maintenance</li> <li>Satisfaction with transport infrastructure:                             <ul style="list-style-type: none"> <li>Cycle routes and facilities</li> <li>Pavements and footpaths</li> <li>Condition of roads</li> <li>Street lighting</li> <li>Condition of pavements</li> <li>Speed of repair to damaged roads and pavements</li> <li>Quality of repair to damaged roads and pavements</li> <li>Maintenance of highway verges, trees and shrubs</li> <li>Keeping drains clean and working</li> </ul> </li> </ol>

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## **Detail of the proposal for the Transport Strategy Performance Management Framework**

Page 1 - Overall shape of the Performance Management Framework

Page 3 - Proposals for the additional modal target - Car trips

Page 3 - Proposals for the additional modal target - Walking trips

Page 4 - Key indicator and target for Inclusive Growth, Environment, Health and Well-being

Page 4 - Key indicator and target for the Road Network

Page 5 - Key indicator and target for Places to Live and Work

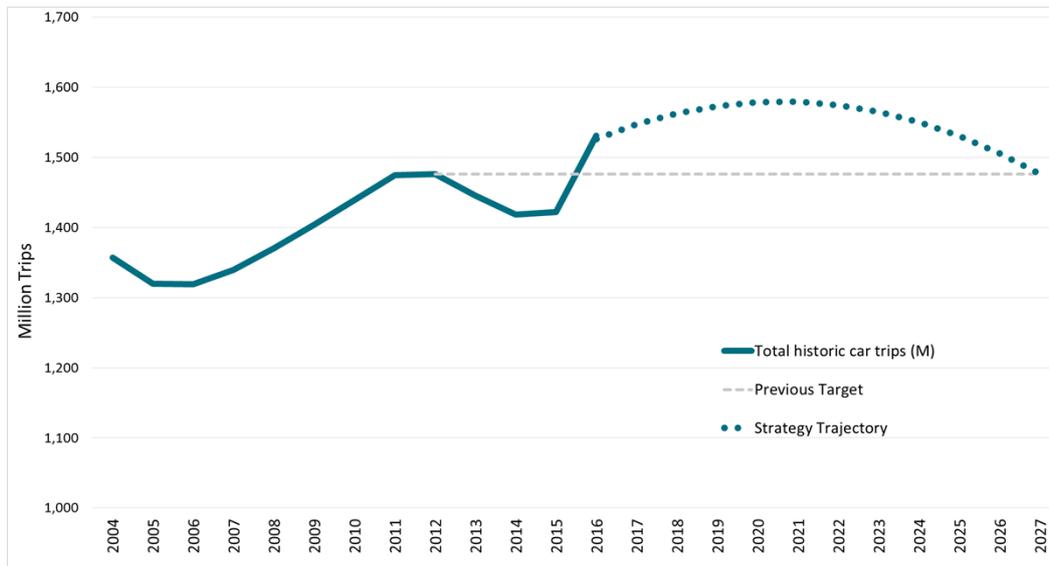
Page 5 - Key indicator and target for One System Public Transport

Page 6 - Key indicator and target for Smart Futures

Page 6 - Key indicator and target for Asset Management

Page 7 - Summary of Modal and Key Indicator data: Source, Frequency of data release, Availability at West Yorkshire or District level

## 1.2 Modal Target - Car trips



Source: National Travel Survey

Target for the total annual number of trips made by car by West Yorkshire residents.

The chart details the number of car trips made by West Yorkshire residents between 2004 and 2016

To maintain the total number of annual number of car trips at 2011 levels was an adopted target of the previous West Yorkshire Local Transport Plan (LTP3, 2011-2027).

**The proposed target from 2016 to 2027 reflects a reduction in total annual car trips to 2011 levels.** The proposed target requires a 3.5% decrease in the number of car trips made in 2016 to 2027. The trajectory assumes that Transport Strategy interventions have an effect from 2021 onwards.

## 1.3 Modal Target – Walking trips



Source: National Travel Survey

The latest data from the National Travel Survey shows that almost half a billion walking trips (of greater than one mile) took place in West Yorkshire annually

**The proposed target to 2027 for walking trips is a 10% increase from current levels**

The target reflects both changes in population and aspiration related to the Transport Strategy.

## 1.4 Key indicator for Inclusive Growth, Environment, Health and Well-Being



Source: TRACC Analysis

The key indicator for this theme is the level of accessibility that West Yorkshire's most deprived communities have to employment opportunities via bus, compared to car, within a 30 minute travel time.

The baseline is currently 25% (i.e. car users can access four times more jobs than bus users)

**The target for 2027 has the percentage increasing from 25% to 35%**

## 1.5 Key indicator for the Road Network theme

The key indicator for this theme is the mode share for the main choice of travel in West Yorkshire.

**The proposed targets for 2027 are as follows:**

Mode	Car	Bus	Train	Cycle	Walk	Motorcycle	*Other
2016 Baseline Trips (millions)	1,531	146	33	18	469	4	19
2016 Baseline Share	69%	7%	1%	1%	21%	0%	1%
2027 Target Trips (millions)	1,477	182	58	72	516	4	19
2027 Target share	63%	8%	2%	3%	22%	0%	1%

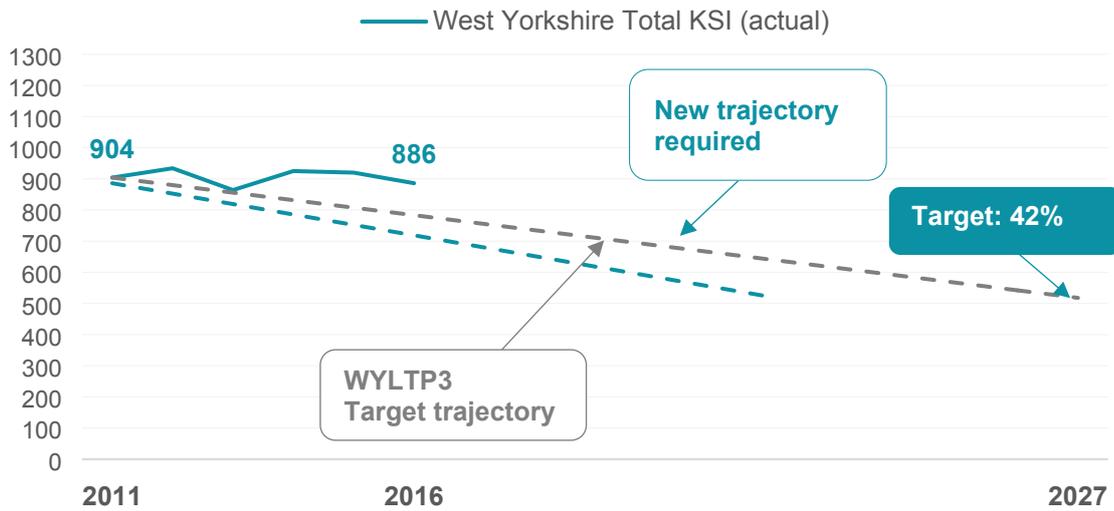
Source: National Travel Survey

\*Other = Taxi, Private Hire Bus, Air

The West Yorkshire mode share targets are determined by the growth targets set for each of the key transport modes identified in sections 1.1, 1.2 and 1.3. Adopting the mode-specific targets from section 1.1 would mean that the 10 year targets for the major modes are:

- **Car trips** reduce from 69% to 63% mode share
- **Bus trips** increase from 7% to 8% mode share to 8% and 2% respectively
- **Train trips** increase from 1% to 2% mode share
- **Cycle trips** increase by 2% to 3% mode share
- **Walking trips** increasing from 21% to 22% mode share

## 1.6 Key indicator for Places to Live and Work



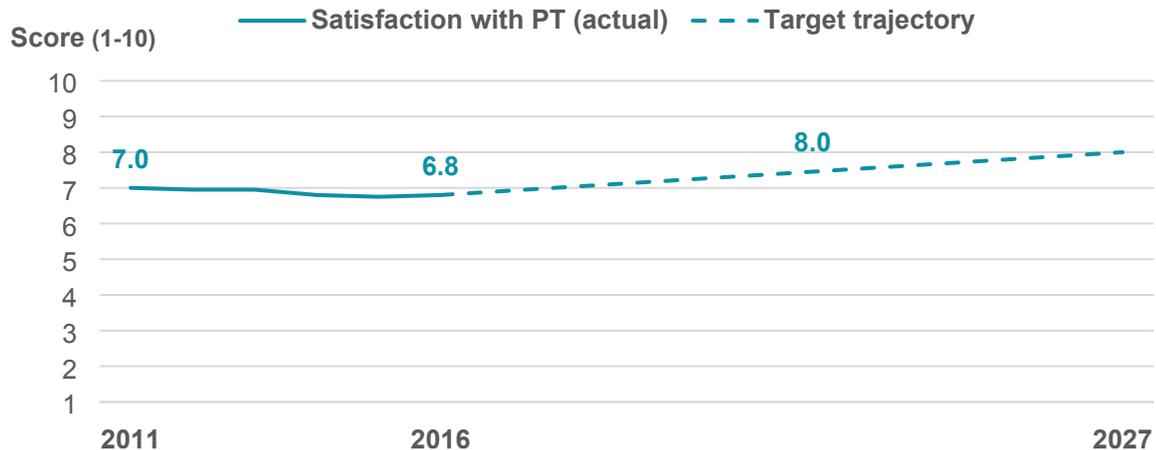
Source: Department for Transport Table RAS30043

The proposed key indicator is number of Killed or Seriously Injured (KSI) casualties on West Yorkshire roads.

The target for this key indicator has been developed based on previous experience with the West Yorkshire Local Transport Plan (LTP3). For LTP3, the target was to reduce KSIs by 50% between 2011 and 2025. This target was ambitious given the already low rates of KSIs in West Yorkshire. Nevertheless, reducing KSIs further is a policy aim of the Transport Strategy, and it is proposed that a similar mid-point target should be adopted.

**Meeting the pre-existing LTP3 target requires a 42% reduction in KSI's from current (2016) levels.**

## 1.7 Key indicator for One System Public Transport



Source: West Yorkshire Metro Customer Satisfaction Tracker Survey

The key indicator for this theme is satisfaction with public transport which is a composite of public satisfaction with both bus and rail.

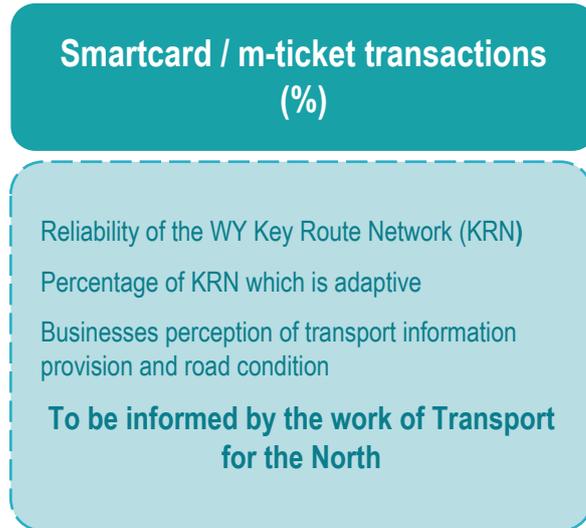
The baseline value is 6.8 (on a 1-10 scale). A score of 7.0 has previously been considered the threshold for success

**Given a high baseline score, and the ambition of the Transport Strategy, the proposed 2027 target for this indicator is set at 8.0.**

## 1.8 Key Indicator for Smart Futures

This is work in progress. Transport for the North (TfN) will imminently report their own indicators and methodologies in this area. It is proposed that TfN’s work could be integrated into the West Yorkshire Transport Strategy Performance Management Framework.

For the interim, and as a possible supplement to the adoption of an indicator and target from TfN’s work, it is proposed that a West Yorkshire Transport Strategy key indicator could be set for the proportion of bus trips that are paid for using smartcard or mobile ticket technology. The baseline shows that Mcard transactions stand at approximately 18% of the total sales in 2016 (where concessionary travel is not counted as ‘smart’). Further work is required to analyse and understand the opportunities to grow this market in order to set a target. Therefore the indicators will be reviewed when the TfN work becomes available.



Source: Bus Operator Ticket Data

## 1.9 Key indicator for Asset Management and Resilience



Source: National Highways and Transport (NHT) Survey

The key indicator for this theme is public satisfaction with infrastructure. It is a composite of key satisfaction indicators for infrastructure (roads, cycle paths, footways and street lighting) as recorded by the Metro Customer Satisfaction Tracker Survey.

**The baseline value is 5.4. The proposed target to 2027 is 7.0.**

## 1.10 Summary of Modal and Key Indicator data

	Indicator	Data source	Frequency of data release	Available at WY level	Available at District level
1.2	<b>Car Trips</b>	National Travel Survey	Annual	Yes	No Sample too small
1.3	<b>Walking Trips</b>	National Travel Survey	Annual	Yes	No Sample too small
1.4	<b>Inclusive Growth (Accessibility)</b>	TRACC software analysis, based on: <ul style="list-style-type: none"> <li>• English Indices of Deprivation</li> <li>• Business Register and Employment Survey</li> <li>• Road Network (ITN)</li> <li>• Traveline's TNDIS Data (Bus Network)</li> </ul>	Potential to recalculate quarterly – although only small changes would be observed compared to annual	Yes	Possible
1.5	<b>Mode Share</b>	National Travel Survey	Annual	Yes	No Sample too small
1.6	<b>Killed or Seriously Injured (KSI) casualties</b>	Department for Transport Table RAS30043 Reported casualties by region, local authority and road user type	Annual	Yes	Yes Although not planned for this indicator set
1.7	<b>Satisfaction with Public Transport</b>	Combined Authority - West Yorkshire Metro Customer Satisfaction Tracker Survey	Annual	Yes	No Sample too small. Potential to increase sample in future.
1.8	<b>Smart/m-ticket transactions</b>	Bus operator – detailed patronage data	Annual	Yes	Possible
1.9	<b>Public satisfaction with infrastructure</b>	National Highways and Transport (NHT) Survey	Annual	Yes	Yes

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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Corporate planning and performance**

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**Director:** Angela Taylor, Director of Resources

**Author(s):** Louise Porter and Jon Sheard

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Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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

## 1 Purpose of this report

- 1.1 To provide the West Yorkshire Combined Authority with an update on corporate performance including progress against corporate priorities, risk management and budget position.
- 1.2 To provide an update on progress with regard to the development of the 2018/19 Corporate Plan and the performance measures associated with this.

## 2 Information

### Corporate Plan 2018/19

- 2.1 The Combined Authority's annual Corporate Plan sets out the vision and mission for the organisation and the practical steps for how these will be progressed during the year. The draft Corporate Plan for 2018/19 was considered and endorsed by the Members of the Combined Authority at their meeting of 5th April. It was agreed that final sign off for the plan be delegated to the Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair.

- 2.2 The 2018/19 Corporate Plan sets out the following overarching, long term priorities for the organisation:
- Boosting productivity
  - Growth for the many not the few - enabling inclusive growth
  - Delivering 21st century transport
- 2.3 In order to achieve these priorities it will be necessary to have a specific focus on the **delivery** of projects and programmes (both directly and with our partners), while also continuing to support local politicians' efforts to secure a **devolution** deal.
- 2.4 The 2018/19 Corporate Plan is currently being finalised to create a fully designed version for publication and dissemination. The final plan will also include key performance indicators (KPI's), which will be used to measure success in meeting the objectives of the plan.
- 2.5 A 'long list' of potential performance indicators was presented to the April meeting of the Combined Authority for consideration. This long list was largely focussed on internal facing targets and outputs that each directorate will seek to deliver in 2018/19, to assist in meeting overall corporate priorities.
- 2.6 The Corporate Plan will also set out the more strategic outcomes and targets that the organisation is seeking to contribute towards in the stated priority areas of productivity, inclusive growth and 21<sup>st</sup> century transport. This includes the long term targets for the region which have been set out in the Growth Deal, the Strategic Economic Plan and the West Yorkshire Transport Strategy 2040.
- 2.7 While it is recognised that these long term outcomes are not necessarily wholly in the control of the Combined Authority, it is considered important to reiterate these ambitions in the Corporate Plan and to periodically measure and report on progress against them.
- 2.8 Further work has been undertaken to develop the final list of performance indicators to be included in the 2018/19 Corporate Plan, taking account of the issues outlined above. This has included holding a session with the Overview & Scrutiny Committee SEP Delivery Working Group, to consider the proposed indicators, at the request of the Overview & Scrutiny Committee.
- 2.9 The final list of high level 2018/19 key performance indicators to be included in the main body of the Corporate Plan is presented at **Appendix 1**.

### **Progress against the 2017/18 Corporate Plan**

- 2.10 The 2017/18 Corporate Plan set out a vision for the Leeds City Region to be recognised globally as a strong and successful economy where everyone can build great businesses, careers and lives. In order to measure progress against this ambition the plan also set out 23 key performance indicators (KPI's) to be measured periodically through the year.

- 2.11 Members of the Combined Authority received a full update on progress against the 2017/18 corporate plan KPI's at their meeting of 5<sup>th</sup> April. This update was based on data that was available up to the end of February.
- 2.12 Work is now in progress to complete the final quarter 4 measurement of KPI's in order to present the final year end position. While some of this information is already available, there is a time lag associated with the data collection required for other indicators and as such a final position will be reported to the June meeting of the Combined Authority.

### **Corporate risk update**

- 2.13 As previously reported to the Combined Authority a review of corporate risk management arrangements has been undertaken and has resulted in the development of an updated corporate risk management strategy. An informal risk workshop with CA members was held in February. The purpose of this strategy is to more clearly set out the key organisational principles by which risk management activities will be governed and to ensure a consistent approach to all risk management activities across the organisation.
- 2.14 In parallel to the development of an updated corporate risk management strategy, a review of the key strategic risks affecting the organisation has also been undertaken. These strategic risks have been collated into an updated corporate risk register which is attached at **Appendix 2**.

### **Budget position**

- 2.15 A summary of the 2017/18 current spend to forecast as at March 2018 is attached at **Appendix 3**. Final accruals and adjustments are still being raised at the time of writing this report. The final outturn position will be reported at the next meeting.
- 2.16 Though subject to further final accruals, the current overall position indicates that the final expenditure figure will be lower than the forecasted £2.5m deficit previously reported.
- 2.17 The reduced expenditure position is mainly attributable to the managed staff vacancy and recruitment position in the second half of the year and to the recovery of eligible costs against the capital projects. As such it represents a one off boost to general reserves but it is not expected to recur in 2018/19. At the time of setting the budget the closing reserves for 2017/18 were forecast to be close to the level required by the reserves strategy. The increase to this forecast reserves figure will assist in managing any further emergent risks in the year such as residual risks arising from the Energy Accelerator project.

## **2017/18 Corporate Performance Reporting**

- 2.18 As outlined in paragraph 2.12 a final position on performance against the 2017/18 KPI's will be provided to the June meeting of the Combined Authority.

## **2018/19 Corporate Performance Reporting**

- 2.19 A regular corporate performance update will also be provided to the Combined Authority at all of its meetings during 2018/19. This will cover progress against corporate priorities through key performance indicators, spend against budget position and changes to corporate risk. It is envisaged that this will take the form of a summary performance report concentrating on any key changes in these areas during the reporting period and highlighting any areas of concern.
- 2.20 It is intended that the regular corporate performance update would be supplemented by a more detailed bi-annual full performance report to the Combined Authority, to show the detailed position with regard to all key performance indicators, detailed budget position and full corporate risk register.

### **3. Inclusive Growth Implications**

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

### **4 Financial Implications**

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

### **5 Legal Implications**

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

### **6 Staffing Implications**

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

### **7 External Consultees**

- 7.1 No external consultations have been undertaken.

### **8 Recommendations**

- 8.1 That the Combined Authority notes the information on corporate performance.

### **9 Background Documents**

- 9.1 None.

## **10. Appendices**

Appendix 1 – 2018/19 Corporate Plan Targets and Key Performance Indicators

Appendix 2 – Corporate Risk Register

Appendix 3 – 2017/18 Budget Summary

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## Appendix 1: Measuring our success in 2018/19

In 2018/19 we will continue to work with our partners to deliver against the long term ambitions we have in place for our Region, to **boost productivity, enable inclusive growth** and to deliver the **21<sup>st</sup> Century transport** system that is needed to support inclusive economic growth.

In order to achieve these priorities it will be necessary to have a specific focus on the **delivery** of projects and programmes (both directly and with our partners), while also continuing to support local politicians' efforts to secure a **devolution** deal.

We will monitor our progress in achieving these aims through considering a number of long term strategic targets for the region, which we seek to meet with the support of our partners. We will also measure progress against a core set of delivery targets for the Combined Authority itself, which will specifically cover the work we will do to contribute towards these wider regional goals.

A summary of our ambitions for 2018/19 and details of how we will measure success in achieving these is provided below

### **Boosting productivity**

We aim to close the gap between Leeds City Region's productivity rate and the UK average, which could add £10 billion to our economy and create thousands more skilled jobs. With our partners we are aiming to deliver £3.7bn in additional annual economic output for the Region and to create 35,000 additional jobs by 2036.

We will focus on boosting business productivity through innovation, encouraging exports, expansion, and meeting the demands of business for a workforce with the right skills.

The Combined Authority will contribute towards meeting these ambitions by:

- continuing to support businesses to grow and become more productive through the 'one-stop-shop' LEP Business Growth Service.
- working with schools and business leaders we will deliver careers and enterprise initiatives to enhance skills and raise aspirations;
- boost innovation in the region and through our skills capital and innovation funds
- enable key economic regeneration projects to be delivered to put the infrastructure in place for economic growth.
- attract new global investors to the Region to secure the creation of new high quality jobs and to safeguard existing jobs.
- To underpin all of these activities we will develop a local inclusive industrial strategy for the Region to set out the long term framework for driving growth and boosting productivity

Over the next 12 months, we will measure the success in meeting these ambitions through the following headline targets:

- The development of the local inclusive industrial strategy by the end of March 2019
- Delivery of 24,898 sqm new floorspace and 12,100 sqm refurbished floorspace through economic regeneration projects funded by the Skills capital and innovation fund
- Supporting 2,750\* businesses who want to grow through our business growth service
- Supporting the creation of 500 jobs in those businesses receiving intensive support from our growth service
- Supporting the creation of a further 1,500\* new jobs in the region through the work of our inward investment service
- Enabling 75%\* of those businesses who receive intensive support from the business support service to achieve growth (GVA, turnover, employment)

\* *subject to successful funding bids*

### **Enabling inclusive growth**

As economies globally look to tackle inequality, we aim to be a leader in promoting inclusive economic growth – in other words focus our efforts on supporting everyone in the city region – with a particular focus on diversity and those in communities high on the multiple deprivation index. Alongside this, we will continue our efforts to improve air quality and minimise the impact of climate change on communities and businesses.

Alongside our partners in the region we aim to reduce the proportion of jobs that pay less than the real living wage and reduce the employment rate gap for all disadvantaged groups. We will also work to significantly increase the number of key regional organisations who are committed to trailblazing inclusive growth initiatives by becoming ‘inclusive anchor organisations’.

The Combined Authority will support these regional aims by

- working with young people to deliver careers and employability training with a specific focus on engaging disadvantaged students.

- embed further the principles of inclusive growth into our employment & skills programmes with a focus on low paid workers and business workshops in communities suffering higher levels of deprivation.
- through the Better Homes Yorkshire programme we will help families to save money and improve energy efficiency
- continue to coordinate transport services for those with personalised travel needs, through AccessBus and home to school transport services for children with Special Educational Needs

During the year we will measure our contribution to enabling inclusive growth through the following headline targets:

- Delivering an enhanced model of employability, enterprise and careers education to 12,000 disadvantaged students
- Supporting 1,250\* individuals to upskill in skills shortage areas
- Supporting 1,000\* businesses to offer apprenticeships
- Improving 1,000 homes through the Better Homes programme
- Increase the number of active AccessBus users to 5,000

\* *subject to successful funding bids*

### **Delivering 21st century transport**

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

The Combined Authority will contribute to delivering the regional transport aims by

- ensuring a range of major transport infrastructure projects are delivered in the next 12 months both directly by the Combined Authority and through our partner organisations.
- embark on a major programme of activities to transform how we deliver publicly supported transport for people in the city region
- modernise how we provide public transport information and make public transport easier to use through smart ticketing and an increase in self-service through digital channels based on live travel information.

During 2018/19 we will measure the success in meeting these ambitions through the following headline targets:

- Completion of 13<sup>1</sup> significant transport projects by March 2019 with 11<sup>2</sup> projects on site by this time
- Support partners to complete 2<sup>3</sup> significant transport projects by March 2019 with a further 9<sup>4</sup> on site by this time
- Increase MCard (smart ticket) sales by 10%
- Increase the proportion of travel information interactions/enquiries made on line to 98%
- Increase public transport, walk and cycling on corridors where we are investing [details to be confirmed]

<sup>1</sup> Indicative List: Bradford Interchange SCP, 10 x Bus Hot Spots, Real Time Information installations at Morley and South Elmsall Hubs.

<sup>2</sup> Indicative List: Normanton Totems, Castleford Rail Station, Leeds New Station Street, Halifax Bus Station, New Pudsey Rail P&R, Steeton & Sildsden Rail P&R, Shipley Rail P&R, Mytholmroyd Rail P&R, Mirfield Rail P&R, Horsforth Rail Accessibility, ULEV Lot 1

<sup>3</sup> Indicative list: Kirkgate, Wakefield and A629 (Phase 1a) Halifax

<sup>4</sup> Indicative list: Ings Road Wakefield, York Outer Ring Road (further junctions), ELOR, A629 Phase 1b, A629 Phase 2, Bradford Forster Square, Hard Ings Road, Bradford, UTMC Phases 1 & 2, Corridor Improvement Programme junctions

Throughout 2018/19 we also measure success against a range of operational key performance indicators which will be actively monitored by each directorate in the organisation. A full list of these operational Key Performance Indicators is available on our website: [www.westyorks-ca.gov.uk](http://www.westyorks-ca.gov.uk)

We also provide key services to our local authority partners, offering economies of scale where it makes sense to organise our activities at a city region scale. Examples include our planning duty to cooperate activities, coordination of waste and mineral plans, and providing staffing capacity for our partners – for example on masterplan design, project management and data and analysis.

**Appendix 1: Corporate Risk Register**

Current Date: Apr 18

Current Version: v0.04

ID	Date raised	Type	Description	Probability	Impact	Rating	Existing Controls	Action Countermeasure and Owner	Risk Owner	Last Review Date	Status
CS1	04/08/17	Communication/Stakeholder Management	Failure to properly communicate the purpose of WYCA/LEP to internal and external stakeholders	Possible	Moderate	High risk	1. New communications team established 2. Brand/identity rolled out internally on 5th Feb 3. Brand/identity rolled out externally from 12 Feb	1. continued implementation of brand / identity project - next phase to focus on brand families	Head of Comms & Marketing	16/04/18	Open
F1	03/08/17	Financial	Failure to secure enhanced funding and devolved powers	Possible	Highly Significant	Very high risk	1. Devolution discussions continuing as a key organisational priority	1. Continue devolution discussions taking account of recent developments in South Yorkshire	Interim Director of Policy, Strategy	16/04/18	Open
F2	14/11/17	Financial	Failure to secure continued funding for key economic services including the Growth Service, Skills Service, Apprenticeship support and Enterprise in Education programmes;	Possible	Highly Significant	Very high risk	1. BEIS is currently negotiating with HMT to secure additional funding for post April 18 2. Business Rates Pool application submitted in August 17	1. Regularly review funding opportunities 2. Lobbying activities	Executive Head of Economic Services	16/04/18	Open
F3	14/11/17	Financial	National and local investment in the Inclusive Industrial Strategy is insufficient to make the transformational change we need	Possible	Major Disruption	High risk	1. Ongoing dialogue with Government	1. Continued development of draft strategy	Interim Director of Policy, Strategy	16/04/18	Open
HR1	03/08/17	Human Resources	Failure to have in place the capacity and resources to deliver the increased workload	Possible	Major Disruption	High risk	1. One Organisation Change programme has identified new organisational structures to address this and these are now largely implemented	1. Complete implementation of One Organisation Change programme - Corporate Planning and Performance 2. Complete recruitment to remaining OD structures	Director of Resources	16/04/18	Open
PC1	03/08/17	Partnerships/Commercial	Failure to develop appropriate working arrangements with districts	Unlikely	Major Disruption	High risk	1. Work to strengthen key partnerships being led by policy teams 2. Assurance process implemented and contributing towards more consistent working arrangements on the delivery of projects and programmes with districts	1. Continue to strengthen key partnerships - policy teams 2. Embed assurance process - PMO	Head of Comms & Marketing	16/04/18	Open
R2	14/11/17	Regulatory/Legal	Risk of legal challenge as a result of not being compliant with regard to HR, Financial, procurement and Governance Legislation	Unlikely	Major Disruption	High risk	1. Policies and processes in place 2. Training undertaken	1.Continued review of policies and procedures	Director of Resources	16/04/18	Open
R3	28/11/17	Regulatory/Legal	Risk of financial penalty/legal proceedings as a result of not being compliant with the new GDPR regulations when they come into force in May 2018	Possible	Major Disruption	High risk	1. LCC have undertaken and audit on our behalf and action plan has been identified 2. Working group set up to implement action plan 3. Training rolled out to all staff	1. Data Protection Officer now in post and review of progress undertaken 2. Prioritised action plan in place	Director of Resources	16/04/18	Open
SD1	26/07/17	Service Delivery/Service User Risk	Failure to deliver WYCA objectives and outcomes to demonstrate that WYCA/LEP is making a difference	Unlikely	Highly Significant	High risk	1. One Organisation programme is delivering structure and process changes designed to deliver key organisational objectives	1. Complete remaining elements of One Organisation programme to deliver structure and process changes - Directors	Director of Resources	16/04/18	Open
SD3	14/11/17	Service Delivery/Service User Risk	Failure to meet spend targets on Growth Deal	Possible	Highly Significant	Very high risk	1. Significant monitoring and controls in place through PMO	1. Call for projects to ensure healthy pipeline of projects/programmes	Director of Delivery	16/04/18	Open
SS1	14/11/17	Safety/Security	Risk of Major incident at WYCA facility, accident or injury to vulnerable person(s)	Possible	Highly Significant	Very high risk	1. policies, procedures and processes in place 2. staff training 3. Ongoing review of Health and Safety risks	1. Working with district emergency planning units to share knowledge and develop joint plans 2. Continued working with police on preventative measures	Director of Transport Services	16/04/18	Open

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**West Yorkshire Combined Authority - 2017/18 Budget Summary**

Appendix 3

Title	Original Budget 2017/18 £	Forecast (reported in April 2018) £	Actual Mar 2018 (subject to final accruals) £	Variance 2017/18 £	% Actual to Forecast
<b><u>Expenditure</u></b>					
Salary & Pay Related Costs	16,392,961	17,220,000	17,270,442	(50,442)	100.3%
Indirect Employee Related Costs	485,481	870,000	872,388	(2,388)	100.3%
Premises Related Costs	6,344,277	6,217,693	6,041,255	176,438	97.2%
Travel, Transport & Subsistence Related Costs	92,650	125,380	107,279	18,101	85.6%
Member Related Costs	153,168	153,168	150,694	2,474	98.4%
Office Supplies & Services	682,585	770,000	734,138	35,862	95.3%
ICT & Telephony Costs	2,401,884	2,461,451	2,534,298	(72,847)	103.0%
Professional & Consultancy Fees	642,935	1,131,676	1,170,120	(38,444)	103.4%
Corporate Subscriptions	25,364	21,597	22,459	(862)	104.0%
Marketing & PR Costs	922,200	1,331,598	1,251,500	80,098	94.0%
Insurance	303,400	263,880	277,862	(13,982)	105.3%
Operator Payments (Transport)	26,924,000	27,832,000	27,572,982	259,018	99.1%
Pre Paid Ticket Cost	29,580,000	31,000,000	32,176,831	(1,176,831)	103.8%
Concessions	55,994,000	55,755,478	55,730,455	25,024	100.0%
Additional Pension Costs	2,495,292	2,261,000	2,162,662	98,338	95.7%
Financing Charges	5,256,000	5,598,000	5,587,444	10,556	99.8%
Grants	5,572,560	6,315,156	5,777,361	537,795	91.5%
Other Miscellaneous Costs	385,400	458,037	461,935	(3,898)	100.9%
Admin Recharges	(1,842,070)	(2,073,267)	(2,087,095)	13,828	100.7%
Contribution to External / Related Parties	258,699	268,949	268,949	(0)	100.0%
Capitalisation of Revenue Costs	(484,242)	(4,020,000)	(4,584,326)	564,326	114.0%
Additional Savings Target	(220,000)		0	0	0.0%
Contingency	1,319,360		0	0	0.0%
<b>Total Expenditure</b>	<b>153,685,904</b>	<b>153,961,796</b>	<b>153,499,632</b>	<b>462,164</b>	<b>99.7%</b>
<b><u>Income</u></b>					
Rail Income	(904,000)	(918,000)	(919,675)	1,675	100.2%
LEP General Funding Income	(1,233,875)	(1,234,000)	(1,235,283)	1,283	100.1%
LEP Grant Income	(8,469,577)	(7,561,478)	(7,066,623)	(494,855)	93.5%
Growing Places Fund Interest	(179,000)	(300,000)	(507,566)	207,566	169.2%
Enterprise Zone Receipts	(669,000)	(712,000)	(727,000)	15,000	102.1%
Transport Levy	(95,198,000)	(95,198,000)	(95,198,000)	0	100.0%
BSOG	(1,942,000)	(2,063,592)	(2,063,592)	0	100.0%
Education Contribution to Transport	(6,747,000)	(6,709,000)	(6,128,191)	(580,809)	91.3%
Bus Station Tenant Income	(1,343,624)	(1,398,794)	(1,467,424)	68,630	104.9%
Bus Station / Services - Other Income	(2,824,939)	(2,728,957)	(2,597,226)	(131,731)	95.2%
Pre Paid Ticket Income	(29,580,000)	(31,000,000)	(32,177,195)	1,177,195	103.8%
Other Income	(1,072,813)	(1,586,526)	(1,673,997)	87,471	105.5%
<b>Total Income</b>	<b>(150,163,828)</b>	<b>(151,410,347)</b>	<b>(151,761,772)</b>	<b>351,425</b>	<b>100.2%</b>
<b>Net Expenditure</b>	<b>3,522,076</b>	<b>2,551,449</b>	<b>1,737,860</b>	<b>813,589</b>	<b>68.1%</b>

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**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **General Data Protection Regulation**

**Director:** Angela Taylor, Director of Resources

**Author(s):** Rebecca Brookes

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To provide details on the approach that West Yorkshire Combined Authority has developed to ensure compliance with the General Data Protection Regulation.

## 2 Information

### The new legislation

- 2.1 The General Data Protection Regulation (GDPR) will come into force on 25 May 2018. It will have direct effect across all EU member states and will bring significant changes to the law on data protection. It applies to all businesses and organisations that process personal data including the Combined Authority.
- 2.2 Although the GDPR builds on existing data protection principles there is a considerable level of change in practice, including:
- An obligation to appoint a Data Protection Officer
  - New obligations to maintain records and demonstrate compliance

- Changes to the way an authority obtains and records consent
- Stricter requirements for the giving of privacy notices
- Increased data subject rights
- Mandatory data protection impact assessments
- Specific contractual clauses for data processing arrangements
- A requirement to report data breaches within 72 hours
- A new requirement to notify data subjects of data breaches in certain circumstances
- Increased fining powers for the Information Commissioner including the power to impose fines of up to 20 million Euros (approx. £17 million) or 4% of annual turnover whichever is greater (raised from the current £500,000 maximum fine).

### **Level of assurance**

- 2.3 The Information Commissioner assesses the arrangements that an organisation has for compliance with data protection legislation and adherence to those arrangements by completing audits and offering an overall 'assurance rating of 'high', 'reasonable', 'limited' or 'very limited'.
- 2.4 On the whole the Combined Authority considers it is in an advanced state of readiness for implementation of the GDPR and work is ongoing to ensure that where possible outstanding tasks are completed by 25 May 2018. Where risks exist, plans are in place to manage and mitigate those risks.
- 2.5 The Combined Authority is aiming to offer a 'reasonable' level of assurance by 25 May 2018 and working towards a 'high' level of assurance in the longer term once the records management strategy and corporate technology strategies have been delivered.
- 2.6 It is proposed that updates on GDPR status are provided to each meeting of the Combined Authority and Governance and Audit Committee as part of the regular risk reporting arrangements. It is further proposed that the Overview and Scrutiny Committee consider whether a review of GDPR arrangements should form part of their programme for the year.

### **Action taken and progress report**

- 2.7 An Information Governance (IG) audit was undertaken in June/July 2017, concluding in recommendations for change and improvement. The recommendations have formed the basis of an IG project plan which has subsequently been developed into a specific GDPR implementation plan. Further details of the action taken as part of those plans is detailed in **Appendix 1**.
- 2.8 A significant amount of work has already been undertaken in preparation for the new regulation and work is underway throughout the organisation to complete outstanding tasks by 25 May 2018. However, there are two work streams that will continue beyond 25 May 2018, namely records management and ICT security and systems.

- 2.9 With regards to records management, work will be carried out as part of the Combined Authority's Corporate Technology Strategy to redesign network folders, introduce data management and information rights management infrastructure, and to implement new and refreshed corporate systems. In the meantime, and prior to 25 May 2018, key officers will work with information asset owners to ensure that records are held in line with retention periods.
- 2.10 With regards to ICT systems, many of the Combined Authority's systems are planned for upgrade or replacement as part of the Corporate Technology Strategy and GDPR compliance will be a requirement for those systems. The first priority on the Corporate Technology Strategy is Security and Compliance which includes making improvements to the Combined Authority's defences, introducing government secure email for sensitive information and obtaining Public Services Network accreditation for external partner integration. In the meantime key officers are working with information asset owners to ensure that current systems are used in line with the GDPR.

### **3 Inclusive Growth Implications**

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

### **4 Financial Implications**

- 4.1 None arising directly from this report as work is being undertaken using existing resource. Consideration will be given to the case for any further investment for example to improve legacy systems or to further the work on records management.

### **5 Legal Implications**

- 5.1 Non-compliance with the GDPR could potentially lead to personal data being processed unlawfully giving rise claims against the organisation, reputational damage and enforcement action by the Information Commissioner in the form of external audits, corrective action or financial penalties.

### **6 Staffing Implications**

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

### **7 External Consultees**

- 7.1 No external consultations have been undertaken.

### **8 Recommendations**

- 8.1 That the Combined Authority notes the approach developed to ensure compliance with the GDPR and the progress made to date and provide any feedback on this.

**9 Background Documents**

None.

**10 Appendices**

Appendix 1 – GDPR Implementation Plan

## GDPR implementation plan

As a consequence of the IG audit commissioned by the Combined Authority in June/ July 2017, 55 recommendations for change/improvement were made. The recommendations have formed the basis of an IG project plan which has subsequently been developed into a specific GDPR implementation plan, divided into 6 work streams:

### Governance and reporting

- 1.1 An Information Governance Officer has been in post since January 2017, the Director, Resources has been designated as the Combined Authority's Senior Information Risk Owner (SIRO) championing information risk within the organisation and a statutory Data Protection Officer (DPO) has been appointed and has been in post since February 2018.
- 1.2 The IG project is monitored by the Combined Authority's 'One Organisation' programme board. The DPO reports regularly to the Senior Leadership Team, and will report regularly on the Authority's level of assurance to the Governance and Audit Committee and to the Combined Authority.

### Awareness and training

- 1.3 New starters are required to complete an e-learning data protection training module immediately upon taking up post and existing employees have undertaken the training and will be required to update this periodically. Specific advanced training is being arranged for the Combined Authority's information asset owners and the SIRO.
- 1.4 Awareness sessions have been held by the DPO and Information Governance Officer and a dedicated IG intranet mini –site has been launched.
- 1.5 An internal communications strategy has been developed to raise awareness and communicate key messages to staff regarding GDPR and their role in the implementation project.

### Records and audits

- 1.6 An information audit has been undertaken throughout the organisation in order to populate the Combined Authority's information asset register, map data flows and identify compliance gaps. Key officers have worked with information asset owners to address compliance gaps.
- 1.7 A process of reviewing and destroying information which the organisation should no longer hold is underway with some records having been transferred to the West Yorkshire Archive. Improvements to the Combined Authority's records management processes are in progress and will continue to be made beyond 25 May 2018 as part of the Combined Authority's Corporate Technology Strategy.

### Policies and procedures

- 1.8 A suite of information governance policies is already in place and work has been undertaken to review all of the organisation's policies for GDPR compliance.
- 1.9 A new data and systems security incident policy has been put in place to facilitate a quick and co-ordinated response to any data incidents and enable compliance with the new breach notification timescales.

### Projects and initiatives

- 1.10 Legal and procurement officers have updated the Combined Authority's standard contract clauses and tender documentation to ensure that the Combined Authority complies with its obligations in respect of data processors for all new arrangements.
- 1.11 A review of existing data processor arrangements is underway to ensure that our processors offer sufficient guarantees of compliance and to vary contracts to meet the requirements of the GDPR.
- 1.12 A new data protection impact assessment template has been produced and made available for officers undertaking new data processing activities.

### Security and systems

- 1.13 A review of the Combined Authority's ICT systems and data storage facilities has been carried out. Compliance gaps are currently being addressed with third party providers and both technical and organisational measures are being implemented to ensure that systems are used in line with GDPR requirements.
- 1.14 Improvements to the Combined Authority's security and systems will continue beyond 25 May 2018 as part of the Corporate Technology Strategy.



**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** Strategy, Policy and Communications Director: Review and approach

**Director:** Ben Still, Managing Director

**Author(s):** Joanne Grigg, Head of HR

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To advise the Combined Authority on the proposal to move to recruit to the post of Director, Policy, Strategy and Communications which is currently vacant.

## 2 Information

### Current situation

- 2.1 The organisational structure was amended in December 2017 following the departure of the Director of Policy, Strategy and Communications. An interim P&S Director was appointed on a temporary basis, with the Communications and Marketing function split out to make the interim post more manageable. The interim role was focused on internal leadership, completing the organisational change programme within the Directorate, business planning and progress key policy priorities.
- 2.2 The period of time without a Director in post caused substantial pressures within the Combined Authority. It is also clear that the role of integrated strategy Director is a challenging one particularly in terms of giving equal

emphasis to both the transport and economic development elements of the Directorate.

### **Options considered**

2.3 It is now appropriate to consider moving towards a more permanent solution with regards to the recruitment to this position. The options available have been considered and have been discussed in principle with the local authority Chief Executives. The options that have been considered are:

- Restructure internally and do without the Strategy Director role;
- Recruit to a substantive position with its current limited remit (e.g. not including the communications team)
- Recruit to the original position on a substantive basis.

### **Preferred option**

2.4 These options have been assessed against cost and delivery of the Combined Authority objectives. The option preferred by the Managing Director, supported by the Chief Executives is to move to recruit to the original role as established on the structure. This option provides for a senior figure who can represent the City Region externally, and make the linkages across policy agendas. It provides the leadership to give direction to teams working on the evidence base and data analysis for policy development, through to the strategies for delivery, developing projects and business cases and the external communication of the work.

2.5 The role profile for the role has been updated to ensure it reflects current requirements, in particular a stronger focus on leading work and championing inclusive growth.

### **Route to recruitment**

2.6 A number of options have also been considered in the most suitable way of recruiting to the position and ensuring the best field of candidates is identified and considered. The route that would seem to meet the needs would be to:

- Establish a member appointment panel for the recruitment with representatives from the Combined Authority to constitute the recruitment panel.
- Procure support to carry out the “search” aspects of the process to allow for the best possible field of applicants.
- Carry out the shortlisting, assessment and selection process in house within the Combined Authority’s current HR resource

## **3 Inclusive Growth Implications**

3.1 The recruitment to this post and ensuring a suitably qualified and experienced post holder in place will be critical in the inclusive growth priorities being met across the organisation. The post holder will be expected to be the officer

'champion' of Inclusive Growth within the Combined Authority and to external technical audiences.

#### **4 Financial Implications**

- 4.1 The substantive role of Director (and associated support costs) is already part of the Combined Authority 2018/19 and forward budgets. The post is graded at R (£92- 106k). Small savings could have been generated by a post with a smaller remit, but this was not assessed as offering value for money.

#### **5 Legal Implications**

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

#### **6 Staffing Implications**

- 6.1 There are currently interim arrangements in place to cover the position on a temporary basis. Depending on the outcome of the recruitment process, consideration would need to be given to the ending of these arrangements and any knock on implications.

#### **7 External Consultees**

- 7.1 No external consultations have been undertaken beyond local partner authorities.

#### **8 Recommendations**

- 8.1 That the Combined Authority endorses that the vacant Director of Policy, Strategy and Communications position be recruited to on a substantive basis.
- 8.2 That the Combined Authority endorses the proposed approach to recruiting to this position and establishes a member appointment panel to be involved in the recruitment process.

#### **9 Background Documents**

Appendix 1: Report to the Combined Authority in September 2016 setting up the new structure

Appendix 2: Report to the Combined Authority in December 2017 on interim arrangements

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Originator: Ben Still  
WYCA Managing Director



## ITEM 9

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**Report to:** Combined Authority

**Date:** 29 September 2016

**Subject:** One Organisation – the change programme for WYCA officer body and Director Appointments

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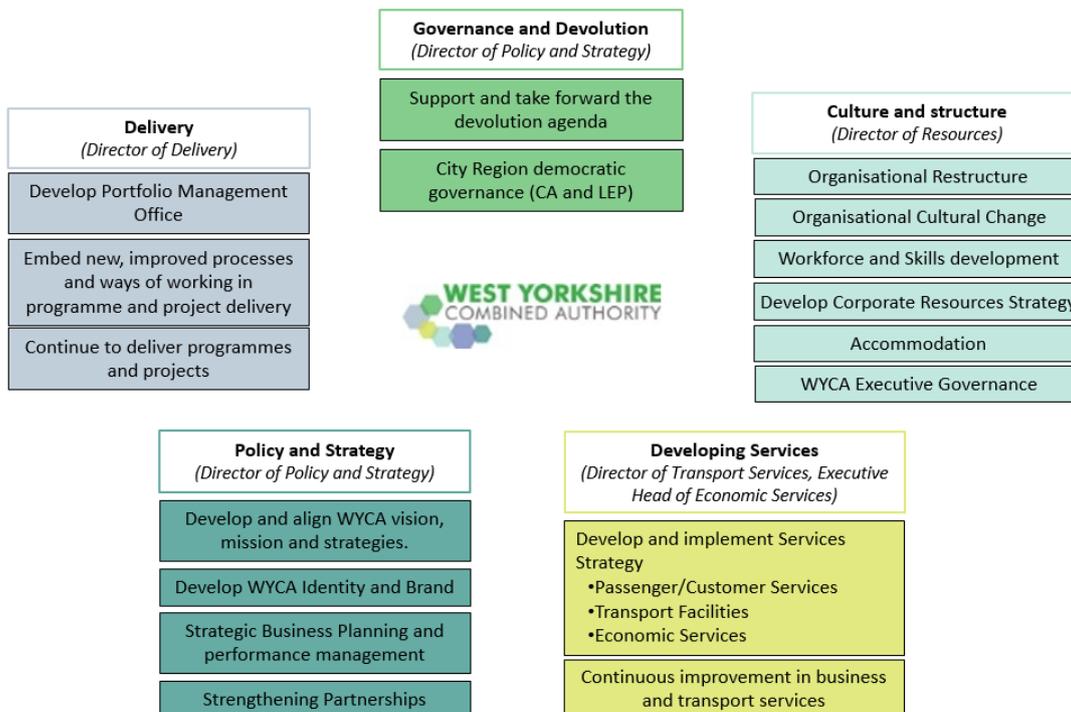
### 1. Purpose

- 1.1 To update on the 'One Organisation programme', the change programme for the WYCA officer body, designed to meet the requirements of the WYCA Leaders, LEP and Chief Executives.
- 1.2 To seek WYCA approval for the proposed appointments of the Director of Delivery and Director of Transport Services.

### 2. The 'One Organisation' change programme in summary

- 2.1 There are a number of key reasons why Leaders and Chief Executives have asked the organisation to change and evolve:
  - Driving stronger economic growth, while addressing increasing inequality and improving quality of life.
  - Providing integrated policy and delivery functions to increase efficiency and service.
  - Doing more with less – in response to the challenges of public sector austerity.
  - Supporting the LEP and WYCA – including transparent decision making with a strong focus on delivery to time and budget, and a 'can –do' culture.

In response to this, a programme of 17 connected projects are being managed through the 'One Organisation' programme:



2.2 This programme will develop the officer body into an effective channel for developing integrated policy and strategy, and turning these into delivery via projects, programmes and services. It will seamlessly join up policy-making with investment choice and management of delivery, both across WYCA and throughout its network of regional, national and international partners. It will also ensure transparency and accountability to the WYCA and LEP.

2.3 To minimise costs, the programme is being run and largely delivered using internal resource, but external advice is being used on selected elements, in particular on the recruitment and branding workstreams. PWC have been appointed to provide external challenge and assurance.

2.4 Updates are provided below on the current priority projects within the programme:

<b>Cultural Change and Workforce development (Angela Taylor)</b>	
<b>Aim</b>	To set out values and behaviours we expect staff to adhere to. To energise the new organisation. To tackle behaviour and practice not in line with the values and behaviours.
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>• Strong emphasis on partnership working, being aspirational and responsive.</li> <li>• Organisation has the skills and a motivated workforce to do the job going forwards.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>• Revised organisational values have been agreed by the leadership team and further work is underway to embed them within organisational processes.</li> <li>• A large number of WYCA staff have been involved in working out the behavioural changes required for WYCA to succeed, and this has already begun the process of change and performance improvement.</li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>• The required organisational, leadership and management behaviours are being developed and will be rolled out to enable more effective management of change as part of a Leadership development programme <b>starting in November 2016.</b></li> </ul>

### Developing the PMO - Project Delivery (Director of Delivery)

<b>Aim</b>	Creation of an efficient delivery process for WYCA and its partners, providing greater transparency and controls, with improved partnership working and robust challenge to ensure project benefits are realised within the cost and time parameters set.
<b>What will be different?</b>	The creation of a Portfolio Management Office (PMO) that is responsible for ensuring all projects are run on common lines. There will be a consistent approach to reporting and project controls, ensuring greater transparency and accountability.  Enhanced assurance and Value for Money (VfM) assessment - improved appraisal of investments will ensure VfM is maximised and better handling of change processes.
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>Phase One: defining and designing the programme <b>is now complete</b>.</li> <li>The 'PMO process' has been agreed, following extensive engagement with partners and endorsement by the WYCA in July 2016.</li> <li>Much improved summary programme/project reporting <b>can be expected from September onwards</b> as the PMO function becomes operational.</li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>Phase Two: mobilisation and implementation is about to commence and will be <b>complete by March 2017</b>. Development of the IT system to support reporting will take place during 2017.</li> </ul>

### WYCA Organisational governance (Ben Still)

<b>Aim</b>	To put in place clear leadership and transparent decision making arrangements for the officer body that supports the WYCA and the LEP.
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>Faster internal decision making, with clear linkage through to WYCA/LEP Boards, and clear exemplary leadership for the organisation through a '<i>Leadership Team</i>'. Stronger controls over the length and quality of written papers for Boards.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>The new high-level directorate structure is now in place and is being used as the basis for core organisational processes.</li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>New Head of Legal is reviewing internal delegations and decision making.</li> <li>Outstanding recruitment is taking place during <b>September 2016</b>.</li> </ul>

### Accommodation (Angela Taylor)

<b>Aim</b>	To bring the organisation together and create fit for purpose facilities for members, LEP and other partnership meetings. To drive out cost savings.
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>A review is underway considering future accommodation requirements and the available options, including potential improvements to Wellington House or alternative accommodation.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>An in-depth review and analysis of available options has been conducted.</li> <li>Project plan proposals have been developed and options will be considered by the WYCA.</li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>Once a decision has been made on the chosen option, the project plan will be implemented. The lease on City Exchange expires in c.18 months.</li> </ul>

## Organisational Restructure (Angela Taylor)

<b>Aim</b>	To restructure teams in order to drive out efficiencies (removal of duplication), integrate decision making (remove silos), and fit with how the organisation will operate (policy to delivery to outcome).
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>The transition to a structure capable of delivering what is needed for the region by joining up policy, delivery and supporting services with new policy and PMO functions enabling improved partnership working. <i>(as described in a previous report to the Combined Authority Annual Meeting - Agenda Item 17, June 2016)</i></li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>The new directorate structure has been agreed by WYCA in June 2016 and subsequently implemented.</li> <li>Role Profiles and relevant grades are agreed for new and existing posts as the restructure 'rolls out'</li> <li>Recruitment of new Directors and Heads of Service is underway at the time of writing and <b>expected to be completed by the end of October 2016.</b></li> <li>An 'organisational design' process has been developed, which will define the detailed changes in each service area. It is being used to shape the following priority areas: <ul style="list-style-type: none"> <li><b>Research and Intelligence</b></li> <li><b>Communications</b></li> <li><b>Finance</b></li> <li><b>Legal and Democratic Services</b></li> <li><b>Employment and Skills</b></li> <li><b>Business Support</b></li> </ul> </li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>To be <b>completed by March 2017.</b></li> </ul>

## City Region democratic governance (WYCA and LEP) (Rob Norreys)

<b>Aim</b>	A review of WYCA and LEP committee structures has been commissioned to allow improved delegated arrangements, and remove any overlaps between existing committees. This work will seek to future proof the democratic governance arrangements for a potential devolution deal.
<b>What will be different?</b>	<p>Dependent upon member and LEP agreements:</p> <ul style="list-style-type: none"> <li>Integration of WYCA and LEP decision making processes.</li> <li>Clear accountability and decision making structure.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>Proposals were submitted to the WYCA and LEP Board members earlier in 2016. Work has been paused while devolution requirements being understood.</li> </ul>
<b>What's next?</b>	<ul style="list-style-type: none"> <li>The next steps are dependent upon members' agreement, the aim is to implement new governance arrangements <b>during 2016/17.</b></li> </ul>

## WYCA Branding and Identity (Rob Norreys)

<b>Aim</b>	To develop a more unified brand framework for the West Yorkshire Combined Authority / Leeds City Region partnership.
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>• A clear and coherent brand identity - alongside an agreed strategic communications plan – will be a key driver of both internal team cohesion and culture change, and of external communications objectives.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>• A competitive tendering exercise has appointed Thompson Brand Partners to carry out a review of WYCA’s current Branding and Identity to develop new proposals.</li> <li>• Interviews and workshops have been completed to gather insights from key stakeholders. Discussion with LEP Board at away-day in September.</li> </ul>
<b>What’s next?</b>	<ul style="list-style-type: none"> <li>• Proposals are being developed with the preferred option to be chosen <b>during October 2016</b>.</li> <li>• The subsequent ‘brand roll-out’ will take place <b>from November onwards</b>.</li> </ul>

## Strengthening Partnerships (Rob Norreys)

<b>Aim</b>	To build a stronger sense of shared endeavour, collective identity and partnership working.
<b>What will be different?</b>	<ul style="list-style-type: none"> <li>• A city region that speaks with many voices, but with one message.</li> <li>• Stronger cross-organisational working and sharing of resources.</li> </ul>
<b>What progress has been made?</b>	<ul style="list-style-type: none"> <li>• First partnership event held 19 September - provided insights into challenges and opportunities.</li> </ul>
<b>What’s next?</b>	<ul style="list-style-type: none"> <li>• Second event planned for spring 2017. Members event being planned for early 2017.</li> </ul>

### Performance metrics

- 2.5 A challenge with change programmes is how to adequately capture the ‘success measures’ of the work, given the varied and qualitative aims of the programme. Key indicators being worked up include the costs of the different organisational functions, annual staff satisfaction and insight survey, corporate plan output and outcome objectives.

### Director Appointments

- 2.6 WYCA approved at its meeting on 23 June 2016 the new Directorate structure for the organisation, and its Director and Executive Head roles. The WYCA also appointed Rob Norreys into the role of Director of Policy, Strategy and Communications, and Angela Taylor, into the role of Director of Resources at that meeting. This paper discusses the approval for the remaining two WYCA Director posts.

- 2.7 Following a recruitment and selection exercise which included external candidates, the Authority is asked to approve the appointment of Dave Pearson into the role of Director, Transport Services with effect from 1 October 2016. The Chair and Deputy Chair of the Transport Committee formed part of the selection panel, alongside a local authority Chief Executive and the Managing Director of the Combined Authority.
- 2.8 At the time of publication of this report the outcome of the recruitment process for the Director of Delivery has not been concluded. Interviews are scheduled to take place prior to the meeting of the WYCA on 29 September chaired by the Chair of the Investment Committee alongside a local authority Chief Executive and the Managing Director of WYCA. It is proposed to update members of the WYCA in advance to enable a recommendation for appointment to this post to be considered at the same time.
- 2.9 WYCA is asked to note that Sue Cooke has been appointed into the post of 'Executive Head of Economic Services' following a recruitment and selection exercise which included external candidates.
- 2.10 WYCA is also asked to note that, at the time of submitting this paper, the external recruitment for the role of Head of Communications is currently underway.

### **3. Financial Implications**

- 3.1 The intention is that the overall One-organisation programme will result in an organisation that is revenue cost neutral and seeks no additional funding from West Yorkshire local authorities via either the transport or economic levy's. There will be one-off costs (e.g. Portfolio Management Office advisors, branding, HR costs), which will be met from within existing WYCA budgets and reserves.

However, the increased responsibilities of the WYCA as a result of devolution and its associated programmes will increase the budgets of the organisation as a whole. Further details of this is available in the financial and budget paper tabled at Agenda Item 6 on this agenda.

### **4. Legal Implications**

- 4.1 None from this paper.

### **5. Staffing Implications**

- 5.1 There are significant staffing implications from this programme. The headline issues are as follows:
- A new Director structure.
  - Removal of the 'Assistant Director' post – and replacement by a more flexible 'Head of' post.
  - Continued application of the 'pay and grading' principles which peg WYCA salaries to the median of public sector pay quartiles.

- Continued application of the WYCA's Management of Change policy agreed with the Trade Unions which gives prior consideration to internal candidates at risk of redundancy ahead of external competition.
- Approval for filling remaining Director posts is sought via this paper.

## **6. Consultees**

- 6.1 The West Yorkshire Chief Executives are being kept updated on the work, and involved in key decisions and processes.

## **7. Recommendations**

- 7.1 That the Authority notes the progress made so far with the One Organisation Programme.
- 7.2 That the Authority approves the appointment of Dave Pearson to the post of Director, Transport Services with effect from 1 October 2016 and the appointment of [to be confirmed] to the post Director of Delivery.
- 7.3. That the Authority notes the appointment of the Executive Head of Economic Services and that the external recruitment to the post of Head of Communications is underway.

## **8. Background Documents**

- 8.1 None.

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**Director:** Angela Taylor, Director of Resources

**Author:** Caroline Allen




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**Report to:** West Yorkshire Combined Authority

**Date:** 14 December 2017

**Subject:** Governance Arrangements - Appointments

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

## 1. Purpose

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

## 2. Information

### Appointment to WYCA

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

### **Advisory Panel Appointments – Private Sector/Advisory Members**

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

### **Advisory Panel Appointments – Local Authority Members**

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

## **Governance and Audit Committee**

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

## **Officer Appointments**

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

## **3. Financial Implications**

- 3.1. None.

## **4. Legal Implications**

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

## **5. Staffing Implications**

- 5.1 As set out in the report.

## **6. Consultees**

- 6.1 None.

## **7. Recommendations**

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

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

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

## **8. Background Documents**

- 8.1 None.



**Report to:** West Yorkshire Combined Authority

**Date:** 10 May 2018

**Subject:** **Corporate priorities**

**Director:** Angela Taylor, Director, Resources

**Author(s):** Angela Taylor

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<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 of this report

- 1.1 To approve entering into a borrowing facility with the European Investment Bank.
- 1.2 To advise the Combined Authority of the work undertaken to establish a corporate technology strategy.
- 1.3 To seek approval for the corporate technology strategy to progress through decision point 2 of the assurance framework and for work to proceed on the outline business case.

## 2. Information

### European Investment Bank

- 2.1 As part of the Growth Deal the Combined Authority has secured significant funding for the West Yorkshire plus Transport Fund, to which local contributions are also required. The ambition is to deliver a programme of schemes over a shorter timescale than over the twenty years for which funding has been granted. Borrowing will be required in order to achieve this, although not in the current year (this is reflected in the medium term financial

strategy and capital resourcing requirements). Discussions have been underway for some time with the European Investment Bank (EIB) who can offer a flexible facility that could be utilised alongside traditional Public Works Loan Board type lending. Many of the schemes within the Transport Fund provide a good strategic fit to the EIB requirements.

- 2.2 Contract negotiations are continuing and the Investment Committee was advised of progress on this at their last meeting. It noted the specific requirement of the EIB that approval be given to the nominated officer, in this case the Director, Resources, to enter into the finance contract with the EIB, up to the value of £100m, and to be authorised to make drawdowns, amendments and disbursements over the five year term. Whilst the EIB require a specific approval to this effect the Combined Authority should note that the Director, Resources as the s73 finance officer already has authority to enter into appropriate borrowing and investment arrangements within the approved treasury management strategy.

### **Corporate Technology Strategy**

- 2.3 The Combined Authority has developed a corporate technology strategy (CTS) that sets out the current and future business requirements of the organisation and how these can be best met through the use of effective and efficient technology. The strategy is focussed on transforming the Combined Authority into a 'digital first' organisation that can work flexibly with reliable and effective tools and systems enabling better productivity. The current ICT systems are largely out-dated legacy systems inherited from the previous transport authority with some additions brought across through the transfer of the Leeds City Region Enterprise Partnership, inward investment and research and intelligence teams. Little ongoing investment has been made in this period in the core systems, with the focus being on using the available transport funding to develop the passenger facing systems such as bus real time and smartcard ticketing. A review of business needs across the whole organisation has revealed the need for the better use of technology to enable greater efficiencies, better communications and improved productivity.
- 2.4 The CTS seeks to ensure compliance with quality standards and utilise a clear set of design and technology principles to shape the delivery of an integrated and effective ICT solution. Five objectives have been set out:
- 2.5 **Security and compliance** – ensuring continual improvement to security through improvements to systems, increasing awareness and testing and challenge of the arrangements in place.
- 2.6 **Day to day business** – improving stability and reliance of current systems and ensuring these are quality assured and that support and development arrangements are clear for each application.
- 2.7 **One Organisation infrastructure** – ensuring the underlying infrastructure and data management reflect today's organisation, including alignment of websites, hardware and software and data centre hosting.

- 2.8 **New and refreshed corporate systems** – updating corporate systems, ensuring integration between teams, better sharing of data and digitising processes that currently are less efficient than they should be.
- 2.9 **Empowerment via mobility and collaboration** – a ‘my desk anytime anywhere’ solution for accessing files, documents and systems from anywhere along with collaboration tools to work internally and with partner organisations.
- 2.10 These objectives have been validated by the teams within the Combined Authority and subject to an element of external challenge to ensure they are aligned with current ICT developments. Engagement with colleagues in partner authorities has also been undertaken. A technical advisory board has been set up that includes membership of the Head of ICT at Bradford Council who have themselves been through a similar strategy over recent years.
- 2.11 The strategy sets out the necessary work required to achieve the objectives with the next stage being the development of a prioritised programme of actions needed to address the objectives.
- 2.12 It is proposed that some of the required work packages will be undertaken within current resources by the existing team. Other projects will require the purchase of new applications and their implementation will require a blend of internal and external expertise. Some early market engagement has taken place to assist in ensuring that work packages are put together in the most effective way, recognising interdependencies, and that will enable the efficient and timely delivery of improvements.
- 2.13 Early priorities for investment include network upgrades, solutions for mobile working, Public Services Network (PSN) accreditation to enable secure access to other partners, intranet upgrades and the implementation of Office 365.
- 2.14 Indicative cost ceiling for the planned programme of investment over the next three years are £3.5 million. These costs will be further refined as requirements are finalised and procurement undertaken. It is proposed that these costs are funded through the Combined Authority’s internally funded capital programme.
- 2.15 The CTS is subject to the Combined Authority’s Assurance Framework with the Programme Appraisal Team recommending its progression through decision point 2 (expression of interest). It noted the benefits offered by technology as an enabler of better productivity, efficiencies and communications and that current inefficiencies as a result of underinvestment result in wasted resource and heightened risk.
- 2.16 The Combined Authority is requested to approve the progress of the Corporate Technology Strategy through decision point 2 with an indicative allocation of £3.5 million. Funding of £150,000 is requested to enable the development of an outline business case with costs and a procurement

strategy. It is recommended that progression through future decision points is delegated to the Managing Director with zero tolerance for cost increase.

### **3. Inclusive Growth Implications**

- 3.1 There are no inclusive growth implications directly arising from this report although the CTS systems will facilitate more efficient virtual working between partners on the inclusive growth programme.

### **4. Financial Implications**

- 4.1 As set out in the report. Funding of £150,000 is sought to enable resource to be procured to develop the full business case and procurement strategy.

### **5. Legal Implications**

- 5.1 None arising directly from this report.

### **6. Staffing Implications**

- 6.1 Implementation of the CTS will be undertaken by a combination of existing resources and external partners.
- 6.2 Modern ICT arrangements will help facilitate the cultural change towards more flexible working and culture of collaboration, partnership working and better support to customers that are at the heart of the values work of the Combined Authority.

### **7. External Consultees**

- 7.1 None.

### **8. Recommendations**

- 8.1 That the Director, Resources be authorised to contract with the European Investment Bank for a borrowing facility up to the value of £100m and approve subsequent disbursements and amendments over the five year term.
- 8.2 That the corporate technology strategy be noted.
- 8.3 That the corporate technology strategy progress through decision point 2 of the assurance framework with an indicative allocation of £3.5 million, funded through the Combined Authority's internally funded capital programme.
- 8.4 That funding of £150,000 be approved to develop the outline business case and that future progress through the assurance process be delegated to the Managing Director, subject to remaining within tolerance.

**9. Background Documents**

There are no background documents referenced in this report.

**10. Appendices**

Appendix 1 - Executive summary of the Corporate Technology Strategy

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# Corporate Technology Strategy 2018-21

Delivering Confidence, Value and Empowerment  
Executive Summary

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# Corporate Technology Strategy

## VALUES

- Availability
- Mobility
- Empowering
- Scalable
- Supportable
- Cloud
- Open
- Federation
- Environment

## PRINCIPLES

- 1 Best practice Security
  - 2 Efficient & accessible
  - 3 City Region aligned
- CA is not a technology supplier
  - Innovation culture
  - Partnership working
  - Interoperable systems
  - Reuse before buying

## OUR APPROACH

- Corporate governance
- PSN Connectivity
- Waterfall/Agile
- Citizen Authentication
- HMG Security Policy
- Disaster Recovery
- Microsoft first
- Skills analysis
- Staff e-Skills
- Customer Service Focus

## PRIORITY ONE

### SECURITY & COMPLIANCE

- Improvements made to our defences
- Government secure email for sensitive information
- Public services network for external partner integration

## PRIORITY TWO

### GETTING THE BASICS RIGHT FIRST

- ITIL compliant processes to be our quality system
- Core system performance focus to improve confidence
- Business owners introduced for partnership working
- End user agreements to set out ICT service and obligations

## PRIORITY THREE

### ONE ORGANISATION INFRASTRUCTURE

- New network infrastructure and redesigned folders
- Data centre hosting requirements agreed for the future
- Disaster recovery rehearsed to keep us open for business
- Data management for retention and better reporting
- Regional collaboration to share tech resources and skills
- Website harmonisation for consistency across all sites
- More choice of hardware and better access to devices
- Skype for Business to be our communications system

## PRIORITY FOUR

### NEW & REFRESHED CORPORATE SYSTEMS

- Finance, Payroll and HR systems to be improved
- Inefficient processes to be digitised
- Customer system improvements and partner working
- New and existing systems proposed and reviewed
- Data Platform to simplify data from multiple sources
- Social media analytics to better understand customers

## PRIORITY FIVE

### MOBILITY & COLLABORATION

- "My Desk - Anywhere - Anytime" solutions
- A new Intranet for teams to publish and collaborate
- Information rights management to protect data
- Corporate systems for external and hot desking access
- Mobile device services to be improved
- Digital tools to enable the right software to be used

## OWNERSHIP & DELIVERY

- Leadership team own this strategy
- Technology Advisory Group oversee implementation
- Project Management with Delivery to help implement
- Dashboards and storyboards to help communicate
- Accommodation project to incorporate tech changes
- New Microsoft Enterprise Agreement in 2018

# 1 Introduction

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## TECHNOLOGY IS ESSENTIAL TO OUR FUTURE AS A COMBINED AUTHORITY

This Corporate Technology Strategy sets out the vision, culture and priorities for the use of technology in the West Yorkshire Combined Authority (the Combined Authority) over the next three years.

Through its implementation we're better able to support city events, work with regional delivery partners, provide access to essential information to those on the move and give better support to our colleagues wherever they work.

Everyone's expectations are rising. This strategy enables the Combined Authority to meet these by developing high quality services which involve customers and users throughout.

We understand where our regional partners are heading with technology which has influenced our recommendations. Collaboration with our partners is essential for the Combined Authority to accelerate technology delivery.

At its core, the strategy is focused on transforming the Combined Authority into a "Digital First" organisation which, by the use of flexible and innovative technology, impacts on our culture, strategies, team management, processes and support.

This strategy affects almost everything we do.

## THIS STRATEGY SEEKS TO

- Understand and respond to customer expectations and priorities
- Develop and promote a vision for technology across the Combined Authority
- Provide a technology governance system which engages with users
- Introduce principles and standards for technology
- Define technology priorities and a three year programme of work
- State how the Combined Authority will provide capabilities and resources
- Detail the delivery approach and how success will be measured

## WHO OWNS THIS? WHO DOES IT AFFECT?

This strategy is not owned by ICT Services, the Resources Directorate or any narrow group, but rather by the Leadership Team.

It covers the selection, development and implementation of technology and the realisation of benefits in every part of the organisation.

Everyone who works for, and with, the Combined Authority and uses our services is affected. We're seeking to make how we deliver and organise technology more inclusive and accessible with partnership working at its heart.

# 2 Background

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## WHERE ARE WE NOW?

Our 2013 ICT Strategy commenced a programme of work which included several major projects (e.g. procuring a new data centre, introducing managed print services, deploying desktop virtualisation and new telephony) and over fifty other significant changes.

Since then, the Combined Authority has replaced West Yorkshire Passenger Transport Executive and the organisation's purpose, structure, staff numbers and complexity have all significantly altered. We've changed from a Transport Authority to a Combined Authority which is delivering services across the Leeds City Region, often in partnership with others.

In putting together our vision, principles and priorities, we have reviewed the successes, failures, suitability and outstanding work of our earlier strategy, and this is reflected in this document's recommendations. This has highlighted the future importance of:

- **Data and reporting** – sharing data and obtaining value from it
- **Regional Collaboration** – working with regional partners to deliver
- **Social Media** – projecting messages to customers & measuring this
- **A mobile workforce** – accessing data and systems from anywhere
- **Information Governance** – adhering to approved standards
- **Security** – constantly protecting our data and being vigilant
- **Visitors** – creating the right impression for those who visit us

## WHAT IS THE STRATEGY ABOUT? TECHNOLOGY? IT? ICT? DIGITAL? OR MANAGEMENT SYSTEMS?

These phrases have a high degree of overlap and the strategy has significant interests in all of them. Some of our activities such as Social Media (Communications), Data (Research & Intelligence) and Information Retention (Legal & Governance Services) are examples of work led by teams outside ICT Services but where this strategy has a strong influence.

We are concerned with all uses of digital technology and, in particular, with any product or system which the Combined Authority uses to store, retrieve, manipulate, transmit or receive information electronically in a digital form. The strategy is also concerned with the impact these different uses have on each other, for example, every piece of digital information which the organisation collects has to be stored, managed and its existence understood.

# 3 Statistics about our technology service



## INFRASTRUCTURE

<b>44</b>	Total number of physical servers
<b>142</b>	Total number of virtual servers
<b>80</b>	Total number of network switches
<b>13</b>	Total number of firewalls
<b>62</b>	Central storage in GB
<b>13.85</b>	Data backed up in GB
<b>1212</b>	Number of SQL / Oracle Databases
<b>126</b> <b>215</b>	VPN and VDS Users
<b>21</b>	Total number of locations
<b>22</b>	Wireless Access Points



## TECHNOLOGY ASSETS

<b>4,045</b>	ICT Assets
<b>810</b>	Computers/laptops/tablets
<b>73</b>	Printers / Copiers
<b>231</b>	Mobile phones
<b>806</b>	User mailboxes, shared accounts, resources
<b>72</b>	Mail Distribution groups
<b>70</b>	Specialised Business Applications / Portals
<b>7</b>	Websites



## PRINTING DONE OVER A (30 DAYS) PERIOD

<b>143,965</b>	Mono
<b>74,206</b>	Colour



## SERVICE DESK STATS (12 MONTHS)

<b>71</b>	Number of changes
<b>6,386</b>	Incidents
<b>3,422</b>	Service requests
<b>335</b>	Requests for minor information
<b>160</b>	New users setup



## REAL TIME JOURNEY PREDICTIONS

<b>2,900</b>	Vehicles Monitored
<b>110,000</b>	Text Messages per month



## CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE

<b>136</b>	Evolutive CRM users
<b>90,000</b>	Business Enquiries on Evolutive CRM
<b>8,500</b>	CHASE CRM Travel Passes transactions p/m



## EMAIL USAGE (6 MONTHS)

<b>962,782</b>	In
<b>484,562</b>	Out
<b>237,938</b>	SPAM

## TOP 5 INCIDENT CATEGORIES

Email
Office 365
Software
Password resets and permissions
Journey Planner

## WEBSITE PAGE VIEWS PER ANNUM

<b>27.5M</b>	wymetro.com
<b>1.5M</b>	westyorks-ca.gov.uk

# 4 Responding to our customers

This strategy was written after engaging with our staff and partners. Customer expectations are rising and in response we seek to involve our customers better by developing partnership working through better service contracts and clearly defined responsibilities of technology staff and Business Owners.

## EXAMPLES OF HOW THE STRATEGY RESPONDS...

WHAT CUSTOMERS TOLD US	HOW THE STRATEGY RESPONDS
More user confidence is needed	A period of intensive focus on the improvement of current systems. A Service Management system (ITIL) to provide quality assurance.
IT support is sometimes slow	Additional internal resources with a review of long term staffing needs.
Our data needs to be understood	A Data Platform from the Combined Authority and our partners to analyse big data with new specialist software.
Changes need to be publicised more	A technology governance system responsible for communications with technology stakeholders. More informed staff involved with technology developments via dashboards and storyboards.
Support is needed outside office hours	Every system to have a nominated Business Owner setting out required support arrangements.
Projects too frequently run late	All technology work of any significance project managed and overseen via a governance system. End-users more involved in technology testing and development.
Systems need to be more joined up	The Combined Authority to have regard for the “bigger picture”, our new standards and to prioritise interoperability. Digitisation of some business processes and identification of how systems can integrate.
Staff need access to information outside the office	“My Desk - Anywhere – Anytime” arrangements accessible outside our premises from multiple devices.
Systems need to be more resilient and “bullet proof”	The formal introduction of ITIL to provide quality assurance. Disaster recovery and business continuity processes with proven contingency arrangements.

# 5 Vision for technology

OUR VISION FOR TECHNOLOGY IS: “DELIVERING CONFIDENCE, VALUE AND EMPOWERMENT”

We Deliver **Confidence** by:

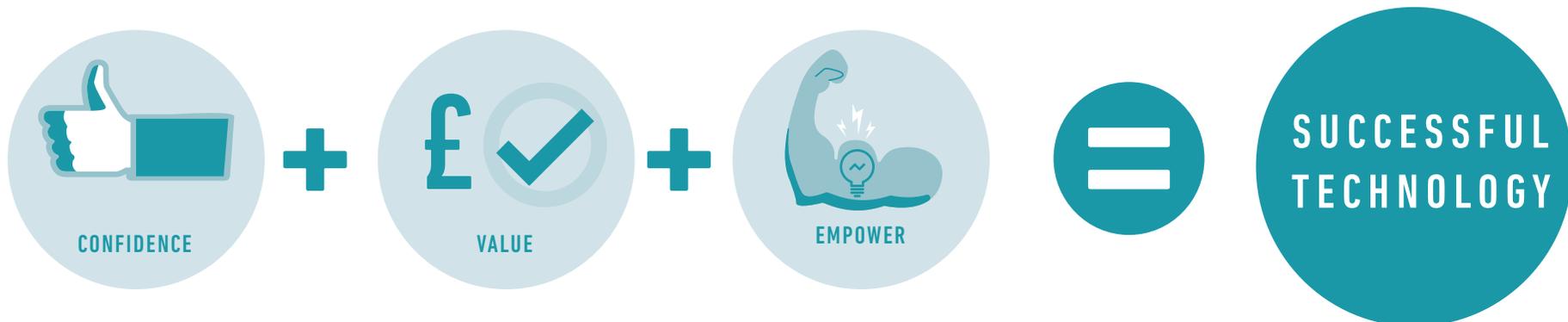
- Having secure systems that are not compromised by malicious threats
- Getting the core ICT services right, such as basic office software which is quick, reliable and consistently meets quality levels of service
- Being open and accountable about technology priorities, problems and our standards of service

We Deliver **Value** by:

- Implementing solutions on time and designed to improve our efficiency
- Selecting the right sourcing option for technology solutions, such as off the shelf, re-investing in existing systems or carrying out developments using in-house staff
- Reducing the number of problems which reoccur by arriving at solutions right first time

We **Empower** by:

- Enabling our customers to do more with technology on their own
- Providing external stakeholders to directly access information and our systems
- Putting in place appropriate Service Level Agreements (SLAs) with Business Owners for our systems



# 6 Our stakeholders

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**SUPPLIERS**

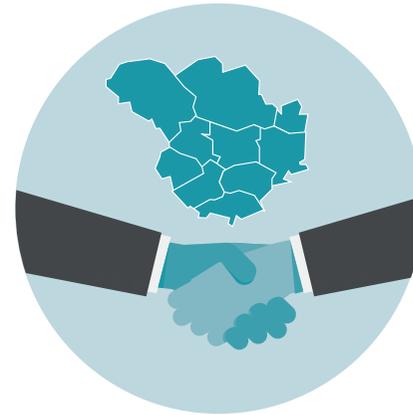
**Key Requirements of technology:**

- Efficient finance systems
- Security of data
- Access to dynamic project data

**How this technology strategy will help:**

- Improvement to back office systems
- Annual cyber & security review
- Intranet for staff and partners

**We want Suppliers to say:**  
 "We're able to provide data easily and quickly, at a convenient time and place for our client"



**STRATEGIC PARTNERS**

**Key Requirements of technology:**

- Better communications
- Peace of mind that data is secure
- Support for regional users

**How this technology strategy will help:**

- Collaboration systems which join us up with partners
- Information rights management
- Governance to have regard for all users

**We want Strategic Partners to say:**  
 "I'm able to directly access information about the how the Combined Authority is investing in and improving our region"



**STAFF**

**Key Requirements of technology:**

- Reliable technology
- Problems should not reoccur
- Better mobile access to data

**How this technology strategy will help:**

- New quality assurance to reduce problems
- Technology operates effectively and efficiently
- New mobile hardware and software

**We want Staff to say:**  
 "I can rely on the Combined Authority to always deliver the technology essentials and more"



**MEMBERS**

**Key Requirements of technology:**

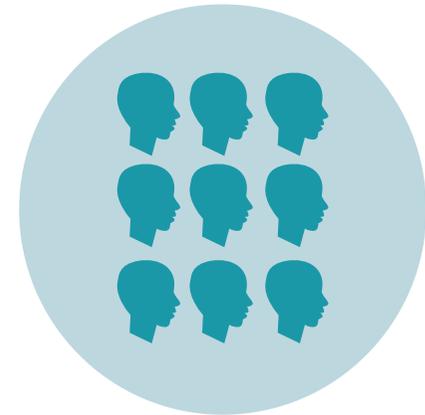
- Access to project data
- CA and Councils collaboration
- Email security

**How this technology strategy will help:**

- Project/Programme data in the cloud
- Closer working with councils to be implemented
- Government secure email

**We want Members to say:**  
 "I can see how technology priorities supports the delivery of the Combined Authority's business plan and strategic objectives"

# 6 Our stakeholders



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## PUBLIC

### Key Requirements of technology:

- Money is spent wisely
- Online services are available
- Online identities are verified

### How this technology strategy will help:

- Technology projects controlled via Delivery Directorate
- ITIL to tailor availability requirements
- Gov.uk/verify to be evaluated

### We want the Public to say:

"Technology has improved the efficiency of the organisation and delivers value for money"



## LEADERSHIP TEAM MEMBERS

### Key Requirements of technology:

- Confidence that systems are integrated and efficient
- More information about technology
- Understanding our customers

### How this technology strategy will help:

- Technology Design Authority
- Governance includes Communications
- Social Media Analytics to gather customer data

### We want Leadership Team Members to say:

"Technology is fundamental to our future success and I know how it benefits us going forward"



## VISITORS

### Key Requirements of technology:

- Good visitor facilities
- Websites are consistent
- Accessibility needs reflected in technology services

### How this technology strategy will help:

- Wellington House improvements exploit technology
- Websites to be harmonised
- Accessible Technology Charter

### We want Visitors to say:

"When I visit the Combined Authority I'm always impressed at how technology makes life simpler"



## LEEDS CITY REGION BUSINESSES

### Key Requirements of technology:

- Our interactions to be more efficient
- Data should be shared between Combined Authority and district councils
- Higher quality information about the Combined Authority should be published

### How this technology strategy will help:

- Digitising processes, such as grant applications
- Regional Evolutive co-operation to be reviewed
- Data platform to improve dashboards and reporting

### We want LCR Businesses to say:

"I'm able to directly access information about how the Combined Authority is investing in and improving our region"

# 7 Governance and delivery

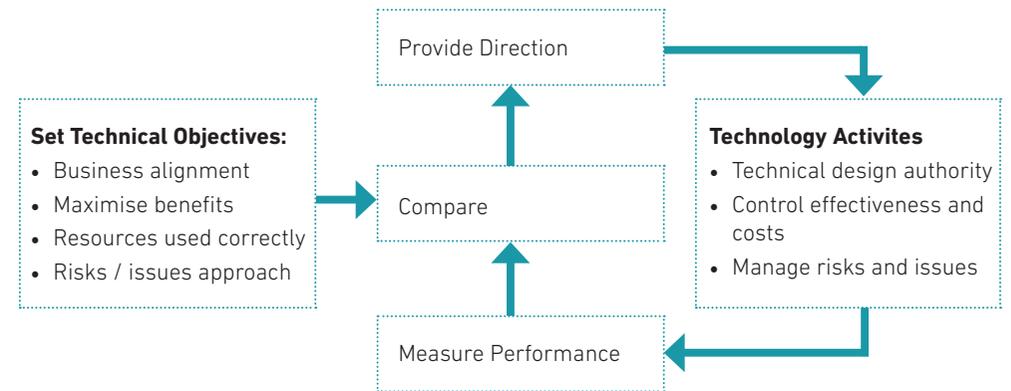
## TECHNOLOGY ADVISORY GROUP...

...ensures that the Combined Authority has one view of all technology activities so that we control and prioritise the volume of work and deliver it to an acceptable standard. For every piece of work, we justify resources and prioritise against our corporate objectives.

The Technology Advisory Group owns and oversees the implementation of this strategy along with monitoring the delivery of technology services and programmes across the Combined Authority. It reports to the Leadership Team and has members drawn from across the organisation.

The remit of the Technology Advisory Group includes:

- Being the Technology Design Authority for the Combined Authority
- Ensuring that technology underpins Information Governance
- Keeping to this strategy's principles and standards
- Alignment of technology with the Combined Authority's objectives
- Oversight of projects with technology components
- Achieving the right technology culture across the organisation
- Being innovative
- Keep our technology stakeholders informed
- Monitoring how we perform
- A forum for technology products and services



## PROJECT DELIVERY...

...for all technology projects involves the Combined Authority Delivery Directorate and is run in accordance with all the Combined Authority's assurance processes. Where sequential delivery of projects is involved then PRINCE2 project management processes are used. Where more agile working practices are adopted a more iterative approach is required, though PRINCE2 is normally adopted by default. We involve end-users (our staff, third parties or public) throughout development.

The selection of either a traditional or agile delivery approach is made by our Technology Advisory Group or Programme Appraisal Team for every technology project.

# 8 Principles and standards

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All our technology, regardless of whether it is externally or internally provided, must be compatible with how we do business in the Combined Authority. This includes providing value for money, making us efficient and being consistent with our corporate aims and objectives. There are also technology focused standards and principles which we constantly refer to when making decisions about our services and systems.

## ARCHITECTURE STANDARDS...

...help us deliver technology that's available when our customers need them and can be easily used on mobile devices. More use of Cloud services helps provide solutions that can be expanded, supported and integrated with systems used by our partners such as district councils.

- 132
- Availability
- Designed for mobility
- Empowering and easy to use
- Scalable and flexible
- Supportable
- Cloud first
- Open, non-proprietary and interoperable
- Scope for systems to join up with partners
- Environmentally friendly

## TECHNOLOGY PRINCIPLES...

...are embedded into our approach and colour everything we do. They include:

- Best practice security is embedded into every technology we design, procure, implement and every service we operate
- Technology supports a more accessible, efficient and sustainable organisation
- Technology services are aligned across both the business and the City Region
- There is a single point of view, a single solution and one owner for every essential piece of data and technology service
- We follow good practice, encourage and develop technology and reuse it before buying or building
- We provide support for an innovative culture by examining new ways of working in a more faster, agile manner
- We are committed to partnership working and we will share ideas, knowledge, assets and data with partners in the region
- Our systems and data are open and interoperable where appropriate

# 9 Our approach

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All our technology, regardless of whether it is externally or internally sourced or operated, must demonstrate compliance with the following principles and standards

## OUR QUALITY STANDARDS...

...help to implement the Strategy, these cover:

- Corporate Governance (we are guided by ISO38500)
- Service Management System (ITIL, our quality assurance framework)
- Public Sector Connectivity Compliance (founded on ISO27000)
- Software Engineering (based on either Waterfall or Agile)
-  Citizen Authentication (gov.uk/verify to improve online identity)
- Website Management (consistent and mobile friendly across all sites)
- Accessible Technology Charter (including WCAG for web)
- Security (HMG Security Policy Framework standards)
- Disaster Recovery & Business Continuity (ISO27031)

## OUR PROCUREMENT APPROACH...

...to supplier management recognises that:

- The Combined Authority is not a technology supplier for business critical systems
- We seek to "...reuse before buying or building"
- Regional SME's are to be encouraged to supply our technology services
- We make extensive use of public sector frameworks such as G-Cloud or the Yorkshire & Humber Public Services Network, which provides the best prospect of adopting services used by strategic partners with regional support

## OUR BUSINESS SOLUTIONS...

...are published in a Service Catalogue so that staff know what's available. For new solutions we have a three tiered approach:

- Generic Business Functions – we utilise Microsoft software unless there is a business case for using another supplier
- Regional Public Sector - we work with regional partners where possible to achieve uniformity and best practice for regional systems
- Combined Authority Specific - solutions which are unique to our organisation are procured or provided via our delivery teams (typically ICT Services)

## OUR TECHNOLOGY CAPABILITIES...

...are essential for us to have a digitally enabled workforce that fully utilises our systems and has niche specialist skills. We intend to:

- Develop a programme of e-learning with HR for digital core skills
- Use our governance system to determine technology resources
- Undertake a technology skills gap and training needs analysis
- Embed a customer service culture within our technology staff
- Prioritise the use of apprenticeships for technology positions
- Provide innovation opportunities to our technology staff

# 10 Priority One:

## First and foremost, security and compliance

### SECURITY...

..remains one of our most important corporate risks, although the likelihood is relatively low, the potential impact of a security breach is significant.

- **IMPROVEMENTS TO OUR DEFENCES** will be made by working with security experts, we'll be promoting the need for security to our staff and strengthening the testing of our systems.
- **SECURE EMAIL** will be reviewed and if necessary a new solution implemented to meet government standards for encryption.

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### WHY? WHAT DOES THIS MEAN?

Security must be independently verified and the risks we face better shared with those who need to know. Several times per year we'll ask specialists to test how secure our systems are, they may make recommendations for change.

The UK Government requires public sector authorities to have highly secure email systems. In future our email systems will be made secure for those who send sensitive information to other public sector organisations. This may mean that new email addresses are issued to some staff.

### COMPLIANCE...

... as part of the Information Governance project.

- **PUBLIC SERVICES NETWORK** accreditation will be pursued. Although adherence to these standards will mainly affect ICT Services, the work on improving our processes will affect other service areas such as HR and Legal & Governance Services.

### WHY? WHAT DOES THIS MEAN?

Some Combined Authority staff require access to software and databases operated elsewhere in the public sector, such as in the Department of Work and Pensions, whilst our partners also require access to our systems. This will only be permitted if we meet government standards and this is independently verified.

Increased access to other public sector systems by our staff and vice versa, is likely to be required should a devolution agreement be reached with government.

We'll be introducing new processes and new infrastructure to meet government standards. This will then be tested by independent assessors who will determine whether the Combined Authority is compliant.

# 11 Priority Two: Day to day business

## GETTING THE BASICS RIGHT FIRST...

...by having systems which are always available is the number one requirement of our staff.

- **THE WAY WE SUPPORT AND DESIGN TECHNOLOGY SERVICES** will be improved by introducing ITIL compliant processes that fit our organisation's size and complexity. This quality assurance framework will make the Combined Authority re-think how it does things so that ICT Services produce better designed and more stable systems which improve customer satisfaction.
- **CORE SYSTEM PERFORMANCE** will be improved as a distinct project whose purpose is to increase end user confidence. There will be more staff who can help investigate and solve reoccurring problems.
- **BUSINESS OWNERS** for every technology service will be agreed, these will own the operational responsibility of a technology service and work in partnership with ICT Services. They will champion their technology service, control and prioritise requests that are submitted to ICT Services and be key to how changes are made and improvements introduced.
- **END USER AGREEMENTS** to support our information governance systems and Service Management System (ITIL) will be rolled out.

## WHY? WHAT DOES THIS MEAN?

ICT Services will change the way it works, it will adopt new processes, which other organisations use, to provide a quality service. We'll work with external experts to introduce a new Service Management System. At the end of this the Combined Authority will have more checks and balances to minimise risks and to improve service quality.

We know that some ICT problems reoccur, this is frustrating for those who use our systems and it is also time consuming for our staff. Our Operational Improvement Project will have additional technicians focused on addressing common problems and making a difference.

Technology applications and services are best managed via a partnership between named operational owners and ICT Services We'll confirm Business Owners and draw up agreements which sets out staff responsibilities and details for how this will be managed and supported. Business Owners and ICT Services will work together to manage suppliers and collaborate in future such as on major changes and procurements.

It's important that conditions of use and support arrangements for technology services are known and understood. We'll be issuing these to every employee which will set out obligations for both employees (by defining terms of use) and the Combined Authority (by defining the ICT services which employees can expect to receive).

# 12 Priority Three: One Organisation Infrastructure

## INVESTING IN TECHNOLOGY FOR OUR...

...organisation will help us deliver and make us more efficient.

- **NETWORK INFRASTRUCTURE** will be updated by replacing ageing hardware and redesigning our network.
- **DATA CENTRE HOSTING** requirements will be defined for the future. We'll look at where data and services should be hosted.
- **DISASTER RECOVERY & BUSINESS CONTINUITY PLANNING**, rigorously tested, will allow us to better recover from unforeseen events.
- **DATA** will be better collected, managed and uniquely identified.
- **LEEDS CITY AS A PLATFORM** is a Leeds City Council initiative which may allow the Combined Authority to share resources and skills.
- **WEBSITE HARMONISATION** will be introduced so that we have only one content management system and support arrangements.
- **END USER HARDWARE** in our new Service Catalogue will include a wider range of hardware with better access to devices.
- **AUDIO & VIDEO** in the form of more Skype for Business features will be implemented. This will be our universal communications system.

## WHY? WHAT DOES THIS MEAN?

Our computer network is old and was not designed for the Combined Authority, this means that file directories don't reflect our organisation structure and providing support is harder than it should be. New network equipment will be installed throughout our buildings and we'll redesign the network to bring it up to date.

New data centre options have become available since we procured our data centre in 2014, we'll be reviewing these and recommending where data should be hosted in the future.

If our buildings are inaccessible because of a major event it should have minimal impact on operations. We'll work with Business Owners to identify those systems which must always be available.

The Combined Authority needs to know important data better, where it is used and how long it should be kept. This will be improved and we'll develop "meta data" so that we can produce better reports.

Working with Leeds City Council for ICT provision may give us efficiency and operational advantages. This will be considered.

Communications staff use different software and hardware to maintain [www.wymetro.com](http://www.wymetro.com) and [www.the-lep.com](http://www.the-lep.com) websites. We'll look at standardising all our websites and will provide any necessary training for content editors.

We'll improve the hardware staff use, and, during our accommodation refurbishment, the Combined Authority will introduce more hot desking, meeting rooms with multi-media screens and give more staff access to Skype for Business features.

# 13 Priority Four:

## New and refreshed corporate systems

### OUR CORPORATE SYSTEMS ARE ESSENTIAL...

...for managing our operations.

- **FINANCE, PAYROLL & HR** systems have all been in place for more than a decade. Major changes will be made to achieve better integration.
- **DIGITISING OUR INEFFICIENT PROCESSES** will involve the Combined Authority reviewing how teams work together and proposing changes which will help the Combined Authority become “Digital by Default”.
- **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEMS** in both Transport and Economic Services have great potential. We'll look at improvements and how we can manage these better with partners.
- **NEW & EXISTING SYSTEMS** will be managed within our new governance system. New software will be proposed and legacy systems will be reviewed with recommendations for change.
- **DATA PLATFORM** software will reduce the complexity of using data obtained from multiple sources. It will improve data searches and workflow between different systems across all the directorates.
- **SOCIAL MEDIA** used by the Combined Authority is expected to increase. Using analytics software will enable us to gain a better insight into perceptions of our brand, levels of satisfaction and the views of our customers.

### WHY? WHAT DOES THIS MEAN?

Corporate systems in the Resources Directorate were introduced before the Combined Authority was created. The Leadership Team will consider recommendations about their future.

We know that the Combined Authority can improve by replacing inefficient processes with smarter, innovative technology solutions. We will identify improvement opportunities with teams and make recommendations for Leadership Team consideration.

CHASE CRM has the potential to be developed for other purposes. The further development of CHASE will be considered for the use within other teams. Evolutive CRM is not being used consistently across the Leeds City Region. The Combined Authority will collaborate with City Region partners and our Evolutive supplier to establish a consensus for how the system can be best managed and developed in future.

Our business applications must meet the standards in this strategy, ICT Services will review all technology at least every three years.

The Combined Authority needs to understand and make better use of the data it stores. It will allow us to make better policy, delivery and service decisions. We will put forward proposals for establishing a Data Platform, it will connect information from the Combined Authority and partners into one system which will allow better reporting and analysis.

Social Media Analytics will enable the Communications team to measure the numbers, reaction and locations of people receiving information from us via social media. Proposals will be made for procuring a Social Media Analytics system to analyse this data.

# 14 Priority Five: Empowerment via mobility and collaboration

## THE DIGITAL WORKPLACE SUPPORTS...

...improvements to our culture and behaviour.

- **OFFICE 365 IMPLEMENTATION** will help provide “My Desk - Anywhere – Anytime” solutions for our staff who will be able to access and edit information with others virtually anywhere.
- **OUR NEW INTRANET** will be an online space for teams to publish performance details, collaborate with each other and our partners.
- **INFORMATION RIGHTS MANAGEMENT** will be used to protect our data. It will prevent some documents being forwarded or printed.
- **ACCESS TO CORPORATE APPLICATIONS FROM ANYWHERE** will be delivered by understanding the needs of our staff wherever they might work and then implementing the best solutions for their needs.
- **MOBILE DEVICES** are important to fulfil our aim of staff working from virtually anywhere. We plan to introduce a greater choice of devices and will review our approach to personal devices in the workplace.
- **THE DIGITAL TOOLKIT** within our Service Catalogue will provide products and services for messaging, productivity, collaboration, communication, corporate apps, crowd sourcing, connectivity and mobility.

## WHY? WHAT DOES THIS MEAN?

Office 365 will help us work together better by allowing teams to share and collaborate with colleagues and external partners. A project team will implement Office 365 across the organisation, it will provide training, support and create awareness of its benefits.

Replacing the current Intranet will be an important visible step for the Combined Authority to become One Organisation. We will work with Intranet experts to develop a more interactive Intranet which will be the place for teams to collaborate, share and publish information.

As more of our data is in the Cloud, it needs better protecting. Microsoft information rights management software will enable us to do this.

Easy access to Corporate Applications, both at Combined Authority buildings and also when working from other locations is essential. The Wellington House refurbishment will enable the us to do this, in the meantime more flexible ways of working will allow our staff to work anywhere.

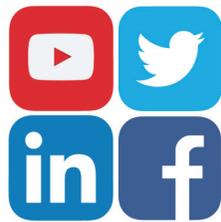
Better use of mobile technology is essential, we'll look at increasing the selection of mobile phone hardware and will review how we should use personal mobile devices.

The need to produce documents, communicate with each other, survey colleagues etc. can be undertaken by multiple software applications. Our Digital Toolkit will curate what's available, which software should be best used in different circumstances and the organisation benefits each toolkit component can offer.

We'll improve the hardware staff use and during the Wellington House refurbishment the Combined Authority will consider more areas for hot desking, meeting rooms with multi-media screens and giving more staff access to Skype for Business features.

# 15 Digital toolkit, built around mobility and collaboration

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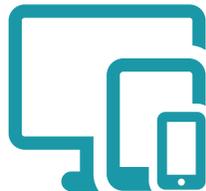
**Social Media Analytics** examine how the Combined Authority's message is reaching customers via platforms such as Facebook and Twitter.



**Corporate Applications** hosted externally and accessible from anywhere.



**Data Platform** bringing together disparate, big data for scenario planning.



**Devices** - everything available on a range of devices such as tablets, smartphones, laptops/desktop PCs and meeting multi-media interactive systems such as Microsoft Surface Hubs.



**Crowd Sourcing** collaborate and innovative tools such as survey and polling software.



**Cloud applications** such as Office 365, Skype for Business, SharePoint and messenger for collaborative working.

# 15 Going forward

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These changes enable the Combined Authority to approach technology as “One Organisation” that serves a City Region and a user base that has expanded from a transport authority into economic services. We are now working increasingly closely with district councils and other partners. As our user base and organisation has changed, so has technology demands and customer expectations.

## AT THE START OF THIS WORK...

...we will establish our governance system. We will ensure that its members span all required directorates and teams. We will work with the Delivery directorate to approve the most urgent project work which the strategy contains.

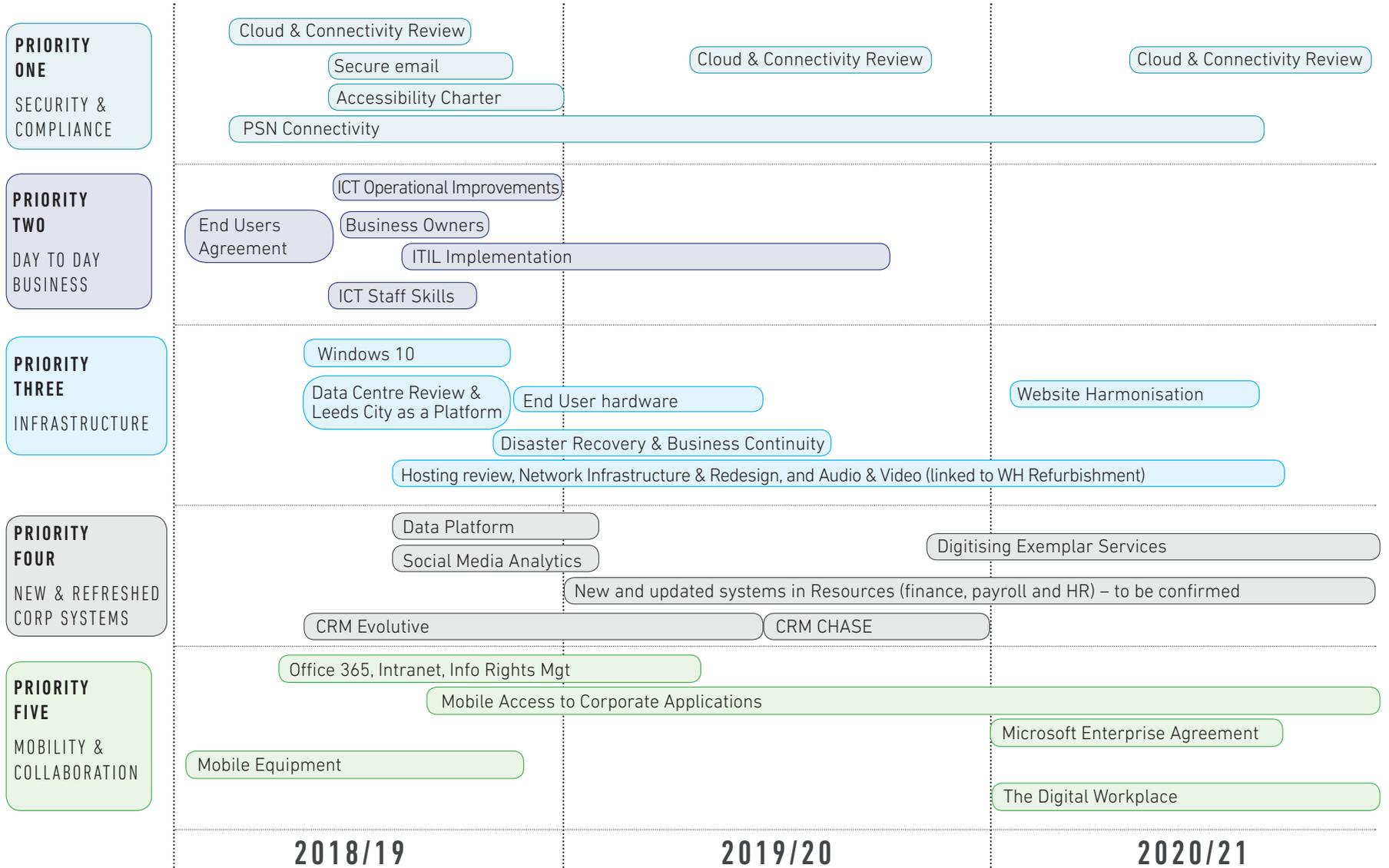
## 140 IN THE IMPLEMENTATION PLAN...

- **PUBLIC SECTOR CONNECTIVITY** compliance and certification is likely to take up to two years and will commence this year.
- **ICT OPERATIONAL IMPROVEMENTS** commences in 2018/19, the focus will be improving quality processes and making a difference to staff by root cause analysis to fix underlying problems and the formal introduction of Service Management System (ITIL).
- **INTRANET** development has commenced.
- **WELLINGTON HOUSE REFURBISHMENT** incorporates a number of technology changes, including network infrastructure, hot desking, meeting room equipment and video conferencing.
- **WINDOWS 10** compatibility is needed for new mobile hardware.
- **DIGITISING** inefficient processes will begin with a pilot.
- **OFFICE 365** implementation will commence in 2018/19 and work towards a new flexible way of working for remote access to systems and information will commence shortly after.
- **CORPORATE SYSTEMS** (both new and refreshed Finance, Payroll & HR systems) is expected to be a two year project.
- **DISASTER RECOVERY AND BUSINESS CONTINUITY** process changes are expected to form part of a broader project across the whole of the Combined Authority.
- **STAFF SKILLS** for both general and ICT Services employees will be developed.
- **CUSTOMER RELATIONSHIP MANAGEMENT** CHASE and Evolutive work is planned for 2018-20.
- **OFFICE 2016** will be implemented.
- **WEBSITE HARMONISATION** is planned for this year.

# 16 Implementation and Communication

Many of the tasks are interdependent and cannot be moved without consideration on the impact of other work. For example, Network Redesign, involving the restructuring of folders cannot take place without the underlying work of Active Directory, this in turn has a knock on effect on Cyber Security.

The Technology Advisory Group is responsible for overall communications. Newsletters, dashboards and storyboards report on customer satisfaction and future technology changes.



# Corporate Technology Strategy 2018-21

For further information please contact  
**[technology@westyorks-ca.gov.uk](mailto:technology@westyorks-ca.gov.uk)**

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**MINUTES OF THE MEETING OF THE  
BUSINESS INNOVATION AND GROWTH PANEL  
HELD ON WEDNESDAY, 7 MARCH 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Andrew Wright (Chair)	Reliance Precision
Martin Booth	Witt UK Gp
Mike Danby	Advanced Supply Chain Lead
Nicola Greenan	East Street Arts
Amir Hussain	Yeme Architects
Steph Morris	Innovate UK
Mark Robson (Advisory Representative)	Department for International Trade
Will Roebuck	E-Radar
Phillip Wilson	Slipstream Design
Simon Wright	Yorkshire Bank
Councillor Shabir Pandor	Kirklees Council
Dr Martin Stow (Advisory Representative)	Leeds University
Dr Peter O'Brien (Advisory Representative)	Yorkshire Universities
Ian Sharp (Advisory Representative)	Digital Health Enterprize Zone
Professor Liz Towns-Andrews (Advisory Representative)	University of Huddersfield

**In attendance:**

Kersten England	Bradford Council
Sue Cooke	West Yorkshire Combined Authority
Professor John Fisher	University of Leeds
Henry Rigg	West Yorkshire Combined Authority
Jonathan Skinner	West Yorkshire Combined Authority
David Shepherd	West Yorkshire Combined Authority
Janette Woodcock	West Yorkshire Combined Authority

**1. Apologies for Absence**

Apologies for absence were received from Councillors Darren Byford, Roy Miller and Tim Swift.

## 2. **Declarations of Disclosable Pecuniary Interests**

There were no disclosable 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 Business Innovation and Growth Panel held on 7 December 2017**

That the minutes of the Business Innovation and Growth Panel held on 7 December 2017 be approved and signed by the Chair.

## 5. **Chair's comments**

The Chair welcomed to the Panel new members Martin Booth, Witt UK, Nicola Greenan, East Street Arts, Steph Morris, Innovate UK. Will Roebuck, E-Radar and Dr Martin Stow, University of Leeds representing Professor Lisa Roberts.

## 6. **Local Inclusive Industrial Strategy**

The Panel was presented with a report and slide presentation to update on progress towards the development of a local inclusive industrial strategy which will sit at the centre of a new agile policy framework for the West Yorkshire Combined Authority.

Professor John Fisher, Leeds University was invited to speak on Innovation and transformation and answered questions from the Panel

The content of the report included

- An overview of Local Inclusive Industrial Strategy Proposals
- Emerging priorities for the Local Inclusive Industrial Strategy
- Supporting Strategies and policies

The Panel was asked to note the updates on development of a local inclusive industrial strategy and feedback any thoughts on the strategic framework and emerging proposals, including the ways in which members would like to be involved in future development of the proposals..

**Resolved:** That the views of the Panel on the emerging work on Local Inclusive Industrial Strategy be noted.

## 7. **Inclusive Growth Outcomes from the Business Growth Programme**

The Panel was provided with a report for the revised criteria and associated conditions for awarding grants to businesses from the Leeds Enterprise Partnership (LEP) / Combined Authority's Business Growth Programme (BGP).

The report described the City Region's approach to a local inclusive industrial strategy that tackles the growing productivity gap and sustainably improves living standards for all. This extends to using the Combined Authority's economic services – including the Business Grants Programme – to incentivise businesses to grow in a way that delivers inclusive growth and includes:-

- Consultation to date.
- Consultation findings.
- Consultations and proposed revised approach.

The Panel was asked to consider and approve the revised new criteria and associated conditions for awarding grants to businesses on the BGP, and also to support the proposals set out relating to productivity and strategic inward investment. The Panel was also given opportunity to join a small working group to examine in more detail how grants could be awarded to businesses in return for improved productivity and not solely on new jobs being created.

**Resolved:**

- (i) That the update for the revised criteria and associated conditions for awarding grants to businesses from the Leeds Enterprise Partnership (LEP) / Combined Authority's Business Growth Programme (BGP) be noted
- (ii) That the feedback from members be noted.
- (iii) That members consider joining the working group on productivity which will take place on 11 April 2018 in Bradford.

**8. Digital**

The Panel was presented with a report to update on work to develop the digital agenda and seek feedback on the Digital framework.

The Digital framework is now being progressed alongside work to develop the new local Inclusive Industrial Strategy. The Panel heard that although these are separate strands of work with different timescales, the Digital Framework – once established – will contribute significantly to the narrative and objectives of the digital and tech focused Local Inclusive Industrial Strategy,

The Panel received a presentation setting out the emerging thinking on the Digital Framework across the five outcomes, digital opportunities for all businesses; digital skills and inclusion; the digital sector; world class digital infrastructure and the smart region.

The Panel was asked for their views and feedback on the digital framework

**Resolved:**

- (i) That the update report on work to develop the digital agenda be noted.

- (ii) That members provide feedback to officers.
- (iii) That a further progress report be brought to the next meeting.

## **9. Business Planning and Budget 2018/19**

The Panel was provided with a report to advise on the work underway to progress business and budget planning for 2018/19

At the last meeting of the Combined Authority in February, the budget and outline business plan for 2018/19 were agreed, following consultation with the LEP Board in January.

Further work will take place to work up more detailed business plans and associated key performance indicators, which will form part of the Corporate Plan due for approval in April.

### **Resolved:**

- (i) That the business plan and budget for 2018/19 be noted.

## **10. Business Support Update**

The Panel was provided with an update on business support activity being undertaken, including the LEP Growth Service, the Business Growth Programme, the Resource efficiency Fund, Access Innovation, Strategic Business Growth, the Travel Plan Network and the Northern Powerhouse Investment Fund.

**Resolved:** That the progress made to date on delivery of the business support projects, programmes and services be noted.

## **11. Trade and Investment Plan 2018/19**

The Panel was presented with a progress report on Trade and Investment activity in 2017/18 and consult on the proposed Trade and Investment Plan for 2018/19 which included:

- Inward Investment – new investments
- Inward Investment – recent developments
- Trade Performance and Outlook
- Trade Plan Progress
- Trade Delivery partners progress
- International Trade
- Key Sector Messages
- Forward Plan for Activity for 2018/19

The team has exceeded its target for 1000 new jobs created, having secured commitment for 2,505 new jobs and is close to its project target of securing 20

new inward investment projects, with 18 successes in the year to date. There have been eight new investments since the last panel report in December, creating 1,147 new jobs, and safeguarding 400 jobs.

On the enquiry pipeline there is a strong mix of enquiries across our priority sectors.

The Panel was asked to note the update on Trade and Investment Activity in 2017-18 and provide comments on the Outline Business Plan for 2018-2019 prior to submission to the LEP Board for approval.

**Resolved:**

- (i) That the update on Trade and Investment Activity be noted.
- (ii) That the Panel provided comments on the Outline Business Plan for 2018-2019 and endorsed prior to submission to the LEP Board for approval.

**12. Date of Next Meeting**

Thursday 24 May 2018 , 14:00 PM, Committee Room A, Wellington House, Leeds.

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**MINUTES OF THE MEETING OF THE  
TRANSPORT COMMITTEE  
HELD ON FRIDAY, 16 MARCH 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

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

**In attendance:**

Councillor Richard Lewis	Leeds City Council
Councillor Peter Dew	City of York Council
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Michael Sasse	West Yorkshire Combined Authority
Janette Woodcock	West Yorkshire Combined Authority

**48. Apologies for absence**

Apologies were received from Councillors David Dagger, Tim Swift, Ian Gillies, Barry Collins and Peter McBride.

**49. Declarations of disclosable pecuniary interests**

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

**50. Exempt information - possible exclusion of the press and public**

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

**51. Minutes of the meeting of the Transport Committee held on 12 January 2018**

Further to minute 45 Leeds Clean Air Zone (CAZ) Proposal. The Committee was provided with an overview of the proposed 'Class B' Clean Air Zone for Leeds and Members discussed the proposals in detail which included analysis of different chargeable CAZ scenarios. Councillor Bolt asked if there had been any response to the clean air proposals for Elland Road Park and Ride within the charging zone. Officers responded to say Leeds City Council is evaluating all of the consultation responses and will consider the next steps in June 2018.

**Resolved:** That the minutes of the Transport Committee held on 12 January 2018 be approved and signed by the Chair.

**52. Transport Strategy Update**

The Transport Committee considered a report which provided an update on work to deliver the West Yorkshire Transport Strategy 2040.

The West Yorkshire Combined Authority meeting of 3 August 2017 adopted the West Yorkshire Transport Strategy 2040. The new strategy sets out the Combined Authority's high level vision and policy aspirations for the transport system for the next 20 years.

The Combined Authority delegated oversight of the technical work to develop the strategy to the Transport Committee. In adopting the Transport Strategy, the Combined Authority delegated a decision on the final appearance and any minor amendments to the strategy for publication to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee. Minor amendments have been made and agreed and the final Transport Strategy has been published on the Combined Authority's website.

The Transport Committee discussed the progress in delivering the West Yorkshire Transport Strategy 2040 and endorsed the proposals for the indicators and targets in the strategy prior to its submission for adoption by the Combined Authority.

**Resolved:**

- (i) That the updates be noted.
- (ii) That the proposals for the indicators and targets for the West Yorkshire Transport Strategy 2040 be endorsed to proceed to the next available meeting of the West Yorkshire Combined Authority for adoption.

**53. Bus Strategy Update**

The Transport Committee considered a report on the progress in delivering the Combined Authority's Bus Strategy 2040.

The Combined Authority adopted the Bus Strategy 2014 in August 2017 following extensive consultation.

Members discussed the progress to date in implementing the Bus Strategy and a further report setting out the performance management framework for the Bus Strategy be presented to the next meeting of the Committee.

**Resolved:**

- (i) That the work to date in implementing the Bus Strategy be endorsed.
- (ii) That a further report setting out the performance management framework for the Bus Strategy be presented to the next meeting of the Transport Committee.

**54. Cycling Update**

The Transport Committee considered a report on developments relating to cycling issues in West Yorkshire.

Members discussed the benefits of Public Bicycle Sharing Schemes (more commonly known as Public Bike Share) and noted the two main operating models which have emerged. It was reported that Leeds City Council had endorsed the establishment of a bike share scheme in Leeds and this was supported by the Committee.

Members discussed and welcomed the submission to Sustrans' Bike Life programme which was detailed in the submitted report.

In respect of the DfT Cycle City Ambition – Cycle Safety Funding 2018-19 it was reported that the following two schemes had been submitted:

- Rochdale Canal towpath improvement (Todmorden to Hebden Bridge): providing a high quality cycling and walking route along a 6km section, joining with the scheme currently being delivered through the CityConnect programme. This will provide an alternative to the on-highway route on the A646 where twelve cyclist casualties have been recorded between 2012 and 2017, of which four were serious injuries.
- A653 Dewsbury Road, Leeds: extension of the current Dewsbury Road safety scheme to existing facilities providing a continuous route through to the Leeds Cycle hub and Urban Bike Park in Middleton Park. In the last five years over a quarter of all collisions recorded involved cyclists, and four serious injuries recorded out of twenty six casualties.

If successful, schemes funded through this additional funding are proposed to be taken through the Assurance Framework process and integrated into the CityConnect programme for delivery.

**Resolved:**

- (i) That the progress on implementation of Public Bike Sharing Schemes in West Yorkshire be noted.
- (ii) That the Leeds City Council implementation of a Public Bike Sharing scheme in the city be supported.
- (iii) That the submission of an application to participate in Sustrans' Bike Life 2018-22 programme be endorsed.
- (iv) That funding applications for the Rochdale Canal Towpath Improvement (Todmorden to Hebden Bridge) and A653 Dewsbury Road, Leeds schemes to the Department for Transport's Cycle Safety Fund 2018/19 be noted and endorsed.

**55. Mobility as a service**

The Transport Committee considered a report which provided an update on strategy work undertaken to date and sought endorsement of the proposed work plan on Mobility as a Service (MaaS).

MaaS is the provision of integrated travel options, linking all modes together to make an easy alternative to the private car. The service is usually provided through a user interface (either an app or a website) that allows users to plan, book and pay for their travel through a single mobility account. This app would help to improve access to existing transport modes but in order to make this possible it will require some changes to our service provision.

It was noted that a number of components need to be developed to achieve the vision of providing an integrated user interface for MaaS and progress to date was detailed in the submitted report.

The Transport Committee considered and endorsed the proposed forward work plan on Mobility as a Service and the next steps which were outlined in the submitted report.

**Resolved:**

- (i) That the update on strategy work undertaken to date be noted.
- (ii) That the proposed forward work plan on mobility as a service be endorsed.

**56. East Coast Main Line: Franchise and infrastructure update, including proposed response to route study**

The Transport Committee considered a report which provided an update on:

- The proposed termination of the InterCity East Coast franchise, the potential implications for the Leeds City Region, and actions to address these implications.

- Network Rail's infrastructure enhancements programme for the ECML.
- The proposed response to the Network Rail ECML Route Study.

The Committee noted the background to the report and endorsed the importance attached to realising the franchise commitments, and the proposed consultation response and agreed the Combined Authority's proposed contribution of £10,000 per annum in the 2018/19 and 2019/20 financial years.

The Committee was also given an update on the Consortium of East Coast Main Line Authorities by Cllr Eric Firth, the Combined Authority's current ECMA representative. The object of ECMA is to secure investment in the ECML to improve the passenger experience. The ECMA agenda for 2018/19 was due to be set at a Consortium meeting on 28 February in York. This, however, was postponed due to travel disruption caused by heavy snow and Cllr Firth will provide a full report following the next Consortium Meeting.

**Resolved:**

- (i) That the background to the report and the likelihood that additional information about the collapse of the current franchise, proposals for interim delivery of rail services and delivery of infrastructure enhancements on the ECML is likely to emerge ahead of the Transport Committee meeting and in the weeks that follow as various enquiries progress be noted.
- (ii) That the importance attached to realising the franchise commitments set out in the existing InterCity East Coast franchise as the baseline for the future requirements of both the interim management arrangements and future proposed East Coast Partnership be endorsed.
- (iii) That the proposed consultation response to the draft East Coast Route Study Railway Investment Choices document, and the need to continue to make a strong and compelling case for investment in both renewal and enhancement of the infrastructure on the ECML be endorsed.
- (iv) That the Combined Authority's proposed contribution of £10,000 per annum in the 2018/19 and 2019/20 financial years to support the activity of the Consortium of East Coast Main Line Authorities, together with the ongoing offer of officer support be agreed.

**57. Consultation Replies on Highways Related Matters**

The Transport Committee considered a report which provided an update on government consultations on highways related matters and sought the transport Committee's endorsement of key themes to shape the Combined Authority's response to the consultation on government proposals for the creation of a Major Road Network.

There have been a number of government consultations on highways related matters in recent months that are relevant to the Combined Authority as the

Local Transport Authority, and to the five West Yorkshire District Councils as the local Highway Authorities and these were detailed in the submitted report.

In respect of key themes to shape the Combined Authority's response to the consultation on government proposals for the creation of a Major Road Network, the Committee agreed the recommended key themes identified and noted the consistent response of the West Yorkshire District Councils.

Clarification was requested by Cllr Bolt and the potential of the A628 between junction 4 of the M67 and the M1 to become an Expressway, in line with the outcomes of the Transpennine Tunnel and the North of England Wider Transport Connectivity Strategy with regard to Kirklees Council boundaries.

Members expressed concern that TfN consultation events in Halifax were poorly attended and it was considered that the location and limited liaison with Calderdale were factors, although Members were appreciative of the additional session held in Huddersfield. It was noted that the Combined Authority has a formal transport consultation mechanism involving meetings in each district which are held in public and comprise a mix of elected members and public representatives. The next round of meetings are in April 2018. In this respect Members asked that Transport for the North be invited to attend these meetings and provide a presentation with opportunities for a Question and Answer session.

The Committee asked that their thanks be passed to officers for their work on the consultation.

Dave Pearson, Director Transport Services for the Combined Authority was asked by the Committee to enquire whether Transport for the North would be able to arrange attendance at District Consultation Sub Committee meetings with the provision of a five to ten minute presentation and a Question and Answer session of a similar length. The enquiry was made however TfN advised that they had already planned their consultation resources and were unable to attend given the relative short notice.

The Chair thanked Steve Heckley, Head of Transport Strategy Implementation for the Combined Authority for his work in supporting responses to these consultations.

**Resolved:**

- (i) That the update on government consultations on highways related matters be noted.
- (ii) That the Combined Authority's response to the DfT consultation on Shaping the Future of England's Strategic Roads (RIS2) be endorsed.
- (iii) That the recommended key themes identified in paragraph 2.12 of the submitted report forming the basis of the response of the Combined Authority to the DfT consultation on its proposals for the creation of a Major Road Network be agreed.
- (iv) That the consistent response of the West Yorkshire District Councils

identified in paragraph 2.16 of the submitted report to the highway questions contained in the Ministry of Housing, Communities and Local Government consultation on its Fair Funding Review proposed to be included in individual West Yorkshire District responses be noted.

**58. Consultation Reply for Transport for the North's Strategic Transport Plan**

The Transport Committee considered a report on the Transport for the North consultation on its draft strategic Transport Plan.

Transport for the North (TfN) published a draft Strategic Transport Plan (STP) for the North on 16 January 2018 and a formal public and stakeholder consultation had commenced.

TfN was created as a pan-Northern Partnership Board of civic and business leaders working to develop the case for transformational investment in transport for the North. In April 2018 TfN will become the first Sub-National Transport body in England tasked with making recommendations on behalf of the North to Highways England, Network Rail, High Speed 2 (HS2) Ltd and the Department for Transport in respect of requirements for the pan-Northern transport network.

Members discussed and agreed the recommended key themes detailed in the submitted report.. These would form the basis of the Combined Authority's response to TfN's Strategic Transport Plan consultation.

**Resolved:**

- (i) That the Transport for the North consultation on its draft Strategic Transport Plan be noted.
- (ii) That the recommended key themes identified in paragraph 2.15 of the submitted report as forming the basis of the Combined Authority's response to TfN's Strategic Transport Plan consultation be agreed.

**59. Transport Research Innovation Fund - Research activities**

The Transport Committee considered a report which:

Provided an update on the Transport Research Innovation Fund (TRIF) collaboration and sought comment on the dissemination of TRIF projects.

Sought approval for expenditure on the next phase of the TRIF Transport and Land Value Uplift Project.

Informed the Transport Committee of the proposed research activities of the Urban Transport Group

The Transport Research Innovation Fund (TRIF) is significant for bringing together the Combined Authority and ITS in a unique collaboration. The Combined Authority has the ambition for everyone in the region to benefit from a strong successful economy and a modern, accessible transport system and

ITS is a leading international centre for transport research.

The Transport Committee discussed the dissemination of TRIF projects and approved expenditure on the next phase of the TRIF Transport and Land Value Uplift Project and to note the proposed activities of the Urban Transport Group.

**Resolved:**

- (i) That the updates provided in the report on the Transport Research Innovation Fund (TRIF) be noted.
- (ii) That the progress in developing and delivering the Transport Research Innovation Fund collaboration and comments on the draft TRIF fact sheets and their potential publication be noted.
- (iii) That up to £50,000 funding for the Phase 2 Transport and Land Value Uplift research be agreed.
- (iv) The Urban Transport Group's Business Plan, including its research programme be noted.

**60. Local Transport Plan Integrated Transport Programme Scheme Approvals**

The Transport Committee considered a report which sought approval to expenditure from the Local Transport Plan Integrated Transport Programme on schemes to address health and safety issues at bus stations and to reduce costs and increase income from bus shelters.

- Sought approval to an amendment to a scheme to improve pedestrian safety at Bradford Interchange.

Members considered the following two asset management schemes which are to be spent by the end of year 2 of the Programme in 2019.

- Bus Station Health and Safety Programme
- Bus Shelter Invest to Save Programme

The programmes will be managed within the Combined Authority's Process which will ensure compliance with all relevant elements of programme control and value for money.

**Resolved:**

- (i) That the update on the Local Transport Integrated Schemes be noted.
- (ii) That the expenditure on the Bus Station Health and Safety Programme and Bus Shelter Invest to Save Programme be approved.
- (iii) That the amendment to the Bradford interchange Access Improvement scheme be approved.

(iv) That the amendment to the Bus Hotspots Programme be supported.

## **61. City Region Transport Update**

The Transport Committee considered a report which provided an update on the following current issues:

- Customer Satisfaction Monitoring
- Connecting Leeds
- Real Time Bus Passenger Information Display Upgrade
- Transforming Cities Fund Update
- Clean Bus Technology Fund and Zero Emission Bus Development
- Recent Bus Service Changes
- Network Rail Strategic Business Plan
- May 2018 rail timetable change
- Apperley Bridge and Kirkstall Forge Stations One-Year On Post Opening Evaluation
- LCR HS2 Growth Strategy and Leeds Integrated Station Masterplan

**Resolved:** That the updates provided in the report be noted.

## **62. Summary of transport schemes which were considered by January 2018 Investment Committee**

The Transport Committee considered a report on transport related West Yorkshire and York Investment Committee recommendations from its meeting of 3 January 2018.

Following the Investment Committee meeting in January, the Chair of the Transport Committee requested that any transport related investment recommendations be reported to the Transport Committee. This was the first of such reports. It should be noted that all recommendations from Investment Committee in January were submitted to Combined Authority on 1 February 2018 and were approved or delegated for approval to the Combined Authority's Managing Director.

**Resolved:** That the summary of transport schemes which were considered by the Investment Committee in January 2018 be noted.

## **63. Minutes of the Meetings of the District Consultation Sub-Committees held on**

### **(a) Leeds 9 October 2017**

**Resolved:** That the minutes of the Leeds District Consultation Sub-Committee held on Monday 9 October 2017 be approved.

### **(b) Calderdale 10 October 2017**

**Resolved:** That the minutes of the Calderdale District Consultation

Sub-Committee held on Tuesday 10 October 2017 be approved.

**(c) Bradford 23 October 2017**

**Resolved:** That the minutes of the Bradford District sub-committee held on Monday 23 October 2017 be approved.

**(d) Kirklees 29 November 2017**

**Resolved:** That the minutes of the Kirklees District Consultation Sub-Committee held on Wednesday 29 November 2017 be approved.

**(e) Wakefield 30 November 2017**

**Resolved:** That the minutes of the meeting of the Wakefield District Consultation Sub-Committee held on Thursday 30 November 2017 be approved.

**(f) Calderdale 9 January 2018**

**Resolved:** That the minutes of the meeting of the Calderdale District Consultation Sub-Committee held on Tuesday 9 January 2018 be approved.

**(g) Kirklees 10 January 2018**

**Resolved:** That the minutes of the meeting of the Kirklees District Consultation sub-committee held on Wednesday 10 January 2018 be approved.

**(h) Leeds 15 January 2018**

**Resolved:** That the minutes of the meeting of the Leeds District Consultation Sub-Committee held on Monday 15 January 2018 be approved.

**(i) Wakefield 18 January 2018**

**Resolved:** That the minutes of the meeting of the Wakefield District Consultation Sub-Committee held on Thursday 18 January 2018 be approved.

**(j) Bradford 22 January 2018**

**Resolved:** That the meeting of the Wakefield District Consultation Sub-Committee held on Thursday 18 January 2018 be approved.



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE AND YORK INVESTMENT COMMITTEE  
HELD ON WEDNESDAY, 21 MARCH 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Peter Box CBE (Chair)	Wakefield Council
Roger Marsh OBE (Deputy Chair)	Leeds City Region Enterprise Partnership
Councillor Barry Collins	Calderdale Council
Councillor Ian Gillies	City of York Council
Councillor Denise Jeffery	Wakefield Council
Councillor Peter McBride	Kirklees Council
Councillor Alex Ross-Shaw	Bradford Council

**In attendance:**

Councillor Eric Firth	Deputy Chair, Transport Committee
Paul McKeown	Network Rail
Melanie Corcoran	West Yorkshire Combined Authority
Mark Auger	West Yorkshire Combined Authority
Sara Brook	West Yorkshire Combined Authority
Chris Brunold	West Yorkshire Combined Authority
Charlotte Churnside	West Yorkshire Combined Authority
Caroline Farnham-Crossland	West Yorkshire Combined Authority
Tom Gifford	West Yorkshire Combined Authority
Jess McNeill	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

**41. Apologies for Absence**

There were no apologies for absence.

**42. Declarations of Disclosable Pecuniary Interests**

There were no pecuniary interests declared by members.

**43. Exclusion of the Press and Public**

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

#### **44. Chair's Comments**

In accordance with the Combined Authority's Procedure Standing Order 16.2, the Chair accepted the late report for Item 6, Capital Spending and Project Approvals, by reason of special circumstances. This was because at the time of the agenda publication the report was awaiting a number of late requests that needed to be considered before the end of the financial year.

#### **45. Minutes of the Meeting of the West Yorkshire and York Investment Committee held on 3 January 2018**

**Resolved:** That the minutes of the West Yorkshire & York Investment Committee held on 3 January 2018 be approved and signed by the Chair.

#### **46. Leeds City Region Growth Deal Delivery**

The Committee considered a report of the Director of Delivery which provided an update on progress made on the implementation of the Growth Deal programme and on the changes to the Leeds City Region Assurance Framework arising from its annual refresh.

The dashboards for the Growth Deal and West Yorkshire plus Transport Fund (the Transport Fund) were attached at Appendices 1 and 2 and detailed the latest forecast expenditure and RAG rating of each project.

In respect of annual targets and forecast spend, Members noted the projects where the most significant reductions in expected spend have occurred between original forecast expenditure and estimated outturn. They discussed the contingencies identified in order to address the predicted shortfall and noted the revised value of contingencies is £9.96million, bringing the forecast spend to £91.35million. It was noted that one of the contingencies was to have brought forward spend for the East Leeds Orbital Route Outer Ring Road Junctions but there were delays to the delivery of the scheme following Carillion going into liquidation. Members were advised that the Government would take this into consideration when reviewing performance as it was out of the Combined Authority and partners' control. It was agreed that a Member/officer workshop would be arranged to further consider the approach to over-programming to ensure future targets and forecast spend can be met.

The Committee was provided with details of the review being undertaken of future year expenditure forecasts on the Transport Fund projects and noted the update on project progress and performance.

It was reported that the 2018 review of the assurance framework had been completed and approved by the Combined Authority. Members were advised of the main change in respect of project approvals through Growth Deal and this was outlined in the submitted report.

**Resolved:**

- (i) That the progress towards the implementation of the Growth Deal and changes to the assurance process be noted.

- (ii) That the current position regarding forecast outturn on the Growth Deal programme and proposed contingencies be noted.

#### **47. Capital Spending and Project Approvals**

The Committee considered a report of the Director of Delivery on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects, including Transport Fund and Growth Deal at Stages 1, 2 and 3 of the Combined Authority's assurance process.

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

- Rail Park & Ride Programme – Garforth Rail Station Car Park project
- Apprenticeship Grants for Employers (AGE) extension
- North East Calderdale Transformational Programme
- Inclusive Growth Corridors and the Transformational Programme
- LEP Loan 319
- The West Yorkshire Urban Traffic Management Control (UTMC) scheme

Members were advised that following feedback from the Combined Authority, a summary of associated risks for each scheme would be included in future reports.

The report also provided further details and outlined proposed recommendations for the following schemes which have had change request reports assessed in line with the Combined Authority's assurance process:

- Bradford to Shipley Corridor Improvement Programme
- A629 Phase 1b
- York Central Access
- Hard Ings Road Improvement, Keighley
- LEP Loan 209
- West Yorkshire and York Broadband Infrastructure Programme
- Halifax Town Centre – Northgate House

In respect of the West Yorkshire and York Broadband Programme, it was agreed that the Committee would recommend the approvals to be made by the Combined Authority and not delegated to the Managing Director.

The Committee was also provided with details of decisions made through delegation to the Combined Authority's Managing Director since the last meeting for the following schemes:

- Rail Park & Ride Phase 1 – Mytholmroyd
- GPF 113
- A6177 Outer Ring Road, Great Horton Road/Horton Grange Road Junction

Summaries of the schemes' business cases were attached as Appendices 1-6 of the submitted report.

**Resolved:**

- (i) In respect of **Rail Park and Ride Programme – Garforth Rail Station Car Park Project Decision Point 2 (Case Paper)**, the Investment Committee recommends to the Combined Authority that:
  - (a) The Garforth Rail Station Car Park project proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
  - (b) An indicative approval to the total project value of £0.825 million is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
  - (c) Development costs of £0.045 million are approved in order to progress the scheme to Decision Point 5 (full business case with finalised costs), taking the total project approval to £0.059 million.
  - (d) The Combined Authority enter into a funding agreement (Section 56) with Arriva Rail North for expenditure of up to £0.045 million from the Transport Fund.
  - (e) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (ii) In respect of **Apprenticeship Grants for Employers (AGE) Extension Decision Point 2 (Case Paper)**, the Investment Committee recommends to the Combined Authority that:
  - (a) The AGE Extension Programme proceeds through Decision Point 2 and work commences on Activity 5 (full business case with finalised costs).
  - (b) An indicative approval to the total grant fund value of £1.2 million is given to be funded from the unallocated AGE Programme 2015-2017 funds with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
  - (c) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation

by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (iii) In respect of **North East Calderdale Transformational Programme Decision Point 2 (Case Paper)**, the Investment Committee recommends to the Combined Authority that:
  - (a) The North East Calderdale Transformational Programme Study proceeds through Decision Point 2 (case paper) and work commences on the Strategic Case for the Programme.
  - (b) Full approval is given to the total study costs of £0.4 million.
  - (c) The Combined Authority enter into a funding agreement with Calderdale Council for expenditure of up to £0.4 million to be funded from the Transport Fund.
  - (d) Any change requests relating to the study are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
  
- (iv) In respect of **Inclusive Growth Corridors and the Transformational Programme Decision Point 2 (Case Paper)**, the Investment Committee recommends to the Combined Authority that:
  - (a) The Inclusive Growth Corridors and the Transformational Fund Phase 1 proceeds through Decision Point 2 (case paper) and work commences on the completion of the Corridor Plans and Connectivity Strategy.
  - (b) Indicative approval to the total programme value of £7 million is given and full approval of £2.395 million for Phase 1 is approved.
  - (c) Any change requests relating to Phase 1 are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
  
- (v) In respect of **LEP Loan 319 Decision Point 3 (Outline Business Case)**, the Investment Committee recommends to the Combined Authority that:
  - (a) The project proceeds through Decision Point 3 and work commences on Activity 5 (full business case with finalised costs).
  - (b) An indicative approval to the total project value of £1.5 million, and the Combined Authority contribution of a £1 million (to be funded from the Growing Places Fund) with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).

- (c) Future approvals are made in accordance with the approval pathway and approval route outlined in this report including at Decision Point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vi) In respect of **West Yorkshire Urban Traffic Management Control UTMC Decision Point 3 (Outline Business Case)**, the Investment Committee recommends to the Combined Authority that:
- (a) The UTMC project proceeds through Decision Point 3 (outline business case) and work commences on Activity 4 (full business case).
  - (b) The project includes the re-organisation of the 4 existing district UTC services into a combined West Yorkshire UTC service.
  - (c) This new combined service will be based at the West Yorkshire Joint Services building in Morley, with Leeds City Council being the accountable body for the new service.
  - (d) An indicative approval to the total project value of £7.49 million is given from the West Yorkshire Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5 (full business case with finalised costs).
  - (e) Development costs of £0.170 million from the Transport Fund are approved in order to progress the scheme to Decision Point 4 (full business case), taking the total project approval to £0.450 million.
  - (f) The Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £0.450 million from the Transport Fund.
  - (g) Future approvals are made in accordance with the approval pathway and approval route outlined in this report to include approval at Decision Point 4 and Decision Point 5 to be delegated to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (vii) In respect of **Bradford to Shipley Corridor Improvement Programme (Activity 3 Outline Business Case) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
- (a) The change request to the Bradford to Shipley Corridor project is approved to increase the timescale for Decision Point 3 (outline

business case) submission from 2015/16 to March 2019.

- (b) The change request to the Bradford to Shipley Corridor project is approved to increase the development costs from £0.341million to £1.597 million (additional £1.257 million) to be funded from the Transport Fund.
  - (c) An addendum to the existing funding agreement between the Combined Authority and Bradford be entered into for the additional expenditure of up to £1.257 million from the Transport Fund, taking the total funding agreement value up to £1.597 million.
  - (d) Future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (viii) In respect of **A629 Phase 1b (Activity 3 Outline Business Case) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
- (a) The change request to A629 phase 1b be approved to allow for additional funding to develop the full business case and progress to Activity 4 full business case and Activity 5 full business case with finalised costs on the revised programme as identified.
  - (b) The additional development costs of £4.545 million be approved in order to continue progressing the scheme to Decision Point 4 (full business case), and that the Combined Authority issue an addendum to the existing funding agreement with Calderdale MBC for this additional expenditure.
- (ix) In respect of **York Central Access (Activity 4 Full Business Case) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
- (a) The change request to the York Central Access project be approved to progress the western access (off Water End Bridge) to the York Central Development site as outlined in the submitted report.
  - (b) If required, an addendum to the existing funding agreement between City of York Council and the Combined Authority is signed to reflect the relocation of the highway access to the west of the site.
- (x) In respect of **Hard Ings Road Improvement, Keighley (Activity 4 Full Business Case) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
- (a) The forecast date for Decision Point 4 (full business case) approval is extended from May 2018 to December 2018.
  - (b) Additional development costs of £0.378 million are approved, to be

funded by the Transport Fund. This will take the total approved development costs to £1.142 million.

- (c) The Combined Authority enters into an addendum for £0.378 million to the existing funding agreement with Bradford Council for total development cost expenditure of up to £1.142 million to be funded from the Transport Fund. Future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (xi) In respect of **LEP Loan 209 (Activity 6 Delivery) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
  - (a) The GPF loan 209 is converted to maturity terms with a final repayment date of 31 December 2021 with a modest increase in interest rate.
  - (b) That the Combined Authority enters into a variation to change the remaining loan sum to £0.248 million and adjust the repayment schedule in accordance with the recommendations above.
- (xii) In respect of **West Yorkshire and York Broadband Infrastructure Programme (Activity 6 Delivery) Change Request** the Investment Committee recommends to the Combined Authority that:
  - (a) The change request to the West Yorkshire and York Broadband Infrastructure Programme as set out in this report is approved.
  - (b) Expenditure of the increase in external funding from £7.25 million to £17.6797 million to be funded from BDUK, ERDF, BET and BT Contract 1 and Districts as detailed this report, in order to fund Contract 2 deployment of the West Yorkshire and York Broadband programme.
  - (c) That the Combined Authority enter into the Variation to Funding Agreement between the Combined Authority and the Department for Communities and Local Government (DCLG) covering funding from ERDF (current award is £7,299,918 million) for the Broadband Programme.
  - (d) That any future grant variation agreements which are the result of financial re-profiling and are within the total ERDF funding envelope of £7,229,918 million can be approved by the Combined Authority's Head of Legal Services.
- (xiii) In respect of **Halifax Town Centre – Northgate House (Activity 6 Delivery) Change Request**, the Investment Committee recommends to the Combined Authority's Managing Director that:
  - (a) The change request to the Northgate House project be approved to allow for the remaining balance (£0.095 million) of the advance

funds paid to Calderdale Council via an interest free loan (£0.300 million) to be used for pre-feasibility works to develop a strategic case for the project.

- (b) Future approvals are made in accordance with the approval pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

#### **48. Ultra-Low Emission Vehicle (ULEV) Taxi Scheme - Project Progress Report**

The Committee considered a report of the Director of Delivery which provided an update on progress of the Ultra-Low Emission Vehicle (ULEV) Taxi Scheme.

At the last meeting the Committee had recommended the approval of additional project development costs and a copy of a letter which had subsequently been sent to the Chief Highway Officers was attached at Appendix 1 to the submitted report. This set out the assistance required from partner councils in order to progress the procurement of a single supplier/operator for electric vehicle charge points (EVCPs) and site identification and preparation. An officer Project Board had been established and it was reported that the Combined Authority was leading the procurement tasks and the partner councils' site identification and preparation. The report provided an update on progress and outlined the key issues for both tasks.

It was noted that the partner councils had provided initial lists of potential charge point sites to the Project Board and further work was needed by them to develop these in detail to form part of the tender documents for a supplier/operator. It was hoped that this would be completed by 31 March 2018 to allow Tender Issue by June 2018 and enable a contract to be awarded by September 2018.

**Resolved:** That the report be noted.

#### **49. Update on Leeds Station Gateway and Projects Working with Network Rail**

The Committee considered a report of the Director of Delivery which provided updates on progress with:

- The Leeds Station Gateway scheme, led by Network Rail, with an approved delivery timeframe in 2018.
- Network Rail on future rail projects, including new rail stations, as part of the West Yorkshire plus Transport Fund (the Transport Fund) and Leeds Public Transport Investment Programme (LPTIP).
- The closure of final accounts for rail legacy projects including Apperley Bridge, Kirkstall Forge, Low Moor and Leeds Station Southern Entrance (LSSE).

Paul McKeown, Network Rail's Director of Route Sponsorship attended the meeting to answer members' questions.

The Committee discussed the proposals and options for the development and funding of new rail stations and Network Rail confirmed that for future schemes the Combined Authority will be able to contract on a fixed cost basis. It was proposed that an officer workshop with partners would be held in the near future to explore options and progress this with Network Rail, Leeds and Calderdale Councils.

Members were advised of the delays against the original timeframe for the Leeds Station Gateway scheme. It was reported that the scheme was included in the Government's 2019 review of the Growth Deal performance and Members expressed their concern that delays in delivering the scheme would have a serious impact on the Combined Authority's ability to drawdown future funding from Government. Details of the latest estimated timescales were outlined in the submitted report and it was reported that Network Rail was working with officers to set out a revised programme of works and understand the implications of any slippage to the scheme.

The Committee was disappointed with the delay to the closure of final accounts for rail legacy projects and the cost overruns anticipated for the new rail stations at Apperley Bridge, Kirkstall Forge and Low Moor and LSSE. Members noted that the financial position/final accounts were still being negotiated with Network Rail. It was noted that a report will be prepared for a future meeting once all contractual negotiations are nearing completion.

Members also asked that discussions be held with the new owners of Leeds Bradford Airport to consider opportunities for improving access by rail and road.

The Committee thanked Mr McKeown for attending and stressed the urgent need for Network Rail to work with the Combined Authority in order to quickly resolve all the issues discussed and outlined in the submitted report.

**Resolved:** That Mr McKeown be thanked for attending the meeting and the report be noted.

## **50. Business Planning and Budget 2018/19**

The Committee considered a report of the Director of Resources which advised of the work undertaken with regard to business and budget planning for 2018/19.

Members were advised that the budget and outline business plan for 2018/19 were agreed by the Combined Authority on 1 February 2018. Further work was taking place to finalise the detailed business plans and associated key performance indicators which will form the content of the corporate plan due to be considered by the Combined Authority in April 2018.

The Committee noted summary of the approved revenue budget and

indicative three year capital programme which were attached at Appendix 1 and the draft business plans for each directorate which were attached at Appendix 2.

**Resolved:** That the draft business plan and approved budget for 2018/19 be noted.

**51. Minutes of the Business Investment Panel held on 11 December 2017**

**Resolved:** That the minutes of the meeting of the Business Investment Panel held on 11 December 2017 be noted.

**52. Minutes of the Business Investment Panel held on 18 January 2018**

**Resolved:** That the minute of the meeting of the Business Investment Panel held on 18 January 2018 be noted.

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**MINUTES OF THE MEETING OF THE  
GOVERNANCE AND AUDIT COMMITTEE  
HELD ON THURSDAY, 29 MARCH 2018 AT WELLINGTON HOUSE,  
WELLINGTON STREET, LEEDS**

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**Present:**

Roger Marsh OBE (Chair)  
Andy Clayton  
Councillor Tim Swift  
Councillor Susan Hinchcliffe

Leeds City Region Enterprise Partnership  
Department for Work and Pensions  
Calderdale Council (to minute 49)  
Bradford Council (to minute 49)

**In attendance:**

Mark Dalton  
David Brown  
Bhupinder Chana  
Angela Taylor  
Russell Gott  
Rebecca Brookes

Mazars  
Leeds City Council (minute 43 only)  
Leeds City Council (minute 43 only)  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
(from minute 46)  
West Yorkshire Combined Authority

**39. Apologies for Absence**

Apologies for absence were received from Councillor A Carter.

**40. Declarations of Disclosable Pecuniary Interests**

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

**41. Exclusion of the Press and Public**

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

**42. Minutes of the Meeting of the Governance and Audit Committee held on 25 January 2018**

**Resolved:** That the minutes of the meeting held on 25 January 2018 be approved.

### 43. Treasury Management

The Committee considered a report which provided Members with information on the treasury management arrangements in place for the West Yorkshire Combined Authority.

The Combined Authority's treasury management is undertaken jointly by Combined Authority and Leeds City Council officers, under the terms of a Service Level Agreement (SLA) and the meeting was attended by Bhupinder Chana and David Brown from Leeds City Council. They provided an overview and answered questions in respect of the Combined Authority's treasury management including underlying risks, the measures in place to manage the risks and the role of the Governance and Audit Committee in monitoring these arrangements.

The Committee discussed their responsibility for considering treasury management arrangements including the adequacy of treasury management policies and practices and the need to ensure compliance with statutory guidance. Members considered it would be beneficial to receive information, advice and guidance on treasury management procedures including the Service Level Agreement (SLA), the strategy for borrowing and investment and the impact of new regulations.

It was noted that the Governance & Audit Committee also had the responsibility of approving the Annual Accounts which would include information on treasury performance.

The Committee thanked officers for their informative presentation and Members would be provided with the further information requested. A further report addressing the aspects set out above would be prepared for the next meeting and officers from Leeds City Council invited to attend.

**Resolved:** That the presentation be noted.

### 44. External Audit

The Committee considered a report which provided information on matters relating to external audit and set out the conclusion on audit fees for 2018/19 from Public Sector Audit Appointments Limited (PSAA).

Members were advised that following the outcome of the consultation which had taken place, confirmation had now been received from the PSSA that the audit fee for 2018/19 had been reduced from £33,720 to £25,964. The meeting was attended by Mark Dalton from Mazars who confirmed and reassured the Committee that this would not compromise the completeness and quality of their audit.

It was reported that Mazars had undertaken its interim audit and Members discussed and noted the audit strategy memorandum for the 2017/18 year end audit which was attached at Appendix 1.

The Committee thanked Mark Dalton for attending the meeting and presenting the report.

**Resolved:**

- (i) That the outcome of the audit fee consultation for 2018/19 be noted.
- (ii) That the audit strategy memorandum from Mazars be noted.

**45. Strategic Internal Audit Plan**

The Committee considered a report which:

- Sought approval of the strategic internal audit plan commencing on 1 April 2018.
- Provided options and evaluated the benefits and weaknesses of models for the provision of internal audit within West Yorkshire Combined Authority.

Members welcomed the strategic internal audit plan which had been developed following the last meeting and had taken into account the comments from the Committee to produce a three year strategic plan.

The Committee discussed the delivery of the internal audit function and considered a range of models which were outlined in the submitted report. It was requested that further information including a more detailed options analysis on the proposals including comparative costs be provided at the next meeting.

**Resolved:**

- (i) That the strategic internal audit plan be approved.
- (ii) That further information and an options analysis for the future delivery of internal audit be provided at the next meeting.

**46. Internal Audit Progress Report**

The Committee considered a report on the work undertaken by Internal Audit.

Members discussed the three audit actions which were classified as high priority and are now overdue. It was requested that officers provide further information concerning the implementation of actions to address these matters if they remain incomplete at the next meeting. They highlighted the need for officers to agree implementation dates and that failure to do so could result in action from the Committee.

The Committee welcomed the internal audit dashboard which was attached at Appendix 1 and a copy of the full audit report on risk management would be circulated to Members.

**Resolved:** That the report be noted.

#### **47. Internal Controls & Financial Monitoring**

The Committee considered a report which:

- Provided information on the operation of, and changes to, internal controls since the last meeting of the Committee.
- Provided information on the current financial position.

It was reported that there had been no significant changes to internal controls in the period and no reportable (RIDDOR) accidents in the period 1 April 2017 to 28 February 2018.

In respect of financial monitoring, Members noted the original budget and forecast for 2017/18 and the budget for 2018/19 which had been approved by the Combined Authority on 1 February 2018, a summary of which was attached at Appendix 1. It was proposed that future financial performance reports be presented in the subjective format provided in the summary table at Appendix 2 which also included a revised forecast for 2017/18.

Members noted that the overall forecast position as at 31 March 2018 is a deficit of £2.5m which is to be funded by general reserves. This was a £1m improvement against the original forecast for this year.

Details of the budget approved in respect of capital funding and expenditure were provided in the submitted report.

**Resolved:** That the report be noted.

#### **48. 2017/18 Annual Accounts Year End**

The Committee considered a report which provided an update on the year end procedures for the 2017/18 annual accounts.

It was noted that work was underway to consider the changes and updates required to the Annual Governance Statement. This will form part of the annual accounts and a copy of the 2016/17 Annual Governance Statement was attached at Appendix 1 for information. Members considered the possible changes and updates required which were outlined in the submitted report. The final version will form part of the 2017/18 annual accounts which will be brought to the July 2018 meeting for approval. It was suggested that for completeness a report also be prepared for the Combined Authority for their information.

**Resolved:** That the key changes to be included in the 2017/18 Annual Governance Statement be noted.

#### **49. Standards in Public Life on Local Government Ethical Standards - Consultation**

The Committee considered a report which provided information on a consultation exercise being carried out by the Committee on Standards in Public Life.

It was reported that a review of local government ethical standards was being undertaken by the Committee on Standards in Public Life and a public stakeholder consultation was being held as part of the review.

Members considered the background information provided at Appendix 2 to the submitted report and it was agreed that no response would be made to the consultation.

**Resolved:** That the report be noted and no response made to the consultation.

**Councillors Hinchcliffe and Swift had to leave and the meeting became inquorate. The following remaining items were for noting only.**

**50. Corporate Risk Register**

A review of the corporate risk management arrangements has been undertaken and a revised corporate risk management strategy developed. The corporate risk register had also been updated and a risk workshop held with the Combined Authority on 1 February 2018.

**51. General Data Protection Regulation Progress**

The approach the Combined Authority has developed to ensure compliance and readiness prior to implementation on 25 May 2018 was outlined together with the risk areas identified. A progress report would be considered by the Combined Authority on 10 May 2018 and a copy of the report, together with a RAG rating, will be circulated to the Committee in advance highlighting any concerns.

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