



Cabinet**7 May 2013**

Report of the Cabinet Member for Transport, Planning and Sustainability

WEST YORKSHIRE PLUS YORK TRANSPORT FUND (WYTF+)

Summary

1. This report is presented in order to:
 - Provide an update on the development of the West Yorkshire Plus York Transport Fund (WYTF+);
 - Provide details of the proposed York package of schemes;
 - Seek support in principle to the indicative level of financial contributions that York would need to make to the fund;
 - Provide an update on emerging governance proposals and indicative timeline of key WYTF+ milestones.
 - Approve the governance Memorandum of Understanding (MoU) covering the interim period to April 2014.
 - Approve the preliminary development of the projects within the proposed York package in 2013/14.

2. Owing to the proposed future financial and governance commitments identified in this report the final decision will need to be taken by Full Council in due course. A final report will be presented at Full Council in advance of any formal transfer of authority, prior to making any long term revenue commitments and following the resolution of any outstanding City Deal items such as the Earn Back arrangements.

Background

Context – The Need for WYTF+

3. Although York is weathering the current economic slowdown relatively well in comparison to some other UK towns and cities¹, it is acknowledged that the major UK cities and regions must compete on an international basis. Even against a backdrop of a global recession many other cities are investing heavily and seeing their economic output grow.
4. Therefore, the challenge for the local authorities of York and the West Yorkshire region is to find the best way to use the scarce public sector funds available to stimulate the economy so that the recovery is strong and sustained.
5. There are several ways in which investment can lead to this form of economic strengthening. Investment in infrastructure that leads to business growth and efficiency gains is one of them. Transport connectivity – how long journeys take as well as their reliability - is a critical factor for most businesses across the North, and it is therefore an absolutely vital area for investment.
6. Work done by the Northern Way established an evidence base that highlighted the potential in the North to provide a strong boost to national economic recovery, but we don't yet have the quality transport networks that are needed. It also suggested that the growth potential for the north is substantial and called for a re-balancing of transport expenditure away from the south of England.
7. Calculations carried out by Transport for Greater Manchester in a Single Appraisal Framework (SAF) reveal that transport infrastructure investment offers excellent value for money relative to other local authority policy and intervention areas, in terms of increasing economic potential.
8. Major transport schemes are also needed to underpin the emerging York Local Plan. Opportunities to link the phasing of some of the proposed York package to key local development sites such as York Central are important and will be investigated fully. Significant growth would be accommodated through the following outcomes:

¹ Centre for Cities, Cities Outlook report 2012

- Widening the accessible labour pool to attract new employees from a wider catchment area.
 - Improving access to York by upgrading the northern section of the outer ring road with specific benefits for all road users.
 - A significant enhancement in bus commuting into the city centre and to sustainable nodes, assisted by the relocation of non-essential traffic out of the city centre onto the ring road.
 - Entering into a partnership with Network Rail to transform the existing station to create an improved gateway with the capacity and quality to attract significant numbers of new users thus delivering growth.
 - Connecting the increased workforce expected as a result of housing growth with new and existing employment opportunities.
 - Improving access to new jobs and areas of existing employment for people who live in deprived communities.
9. Locally in York there is strong support from the general population for transport investment to support the economy, reducing congestion and improving connectivity and transport.² This is reinforced through comments and views received through ongoing dialogue with our key transport stakeholders, some of whom are very concerned at current inadequacies affecting their businesses in terms of delivery times and reliability.

Context – The Development of WYTF+

10. The origins of the WYTF+ date back to the announcement of the Leeds City Deal with Government in July 2012. As well as a proposal to change transport governance arrangements (a Combined Authority) and initiate rail devolution, the Leeds City Deal also included a commitment to create a £1 billion+ fund to invest in transport over the next decade.
11. Alongside the City Deals the UK Government has also changed the way in which local transport major scheme funding will be

² City of York Council Local Transport Plan for 2011 to 2031

organised from 2015/16 onwards. Local authorities were invited to become members of Local Transport Bodies (LTB). By devolving power and funding for transport major schemes from the DfT the LTB becomes the organisation through which scheme prioritisation and funding decisions are made.

12. The Cabinet approved (9 October 2012) the proposal for York to join a West Yorkshire and York LTB subject to detailed Governance arrangements being agreed. The DfT confirmed the indicative Major Scheme allocation for the West Yorkshire and York LTB in January 2013. The WYTF+ includes the West Yorkshire + York LTB major scheme funding.
13. City of York Council is also a non-voting member of the neighbouring North Yorkshire LTB. Initial discussions with the NYLTB have identified that the York Outer Ring Road scheme is of mutual benefit to both West Yorkshire Plus York and North Yorkshire LTB.
14. A report describing the development of the WYTF+ is attached as Annex A. The key objectives are:
 - The fund is targeted specifically at increasing employment and productivity growth.
 - The fund will address decades of under-investment in the City Region transport network.
 - The overall impact of the fund will be carbon neutral or better
15. Evidence shows that the fund has potential to achieve the following outcomes:
 - Generate significant additional economic investment
 - Enhance connectivity to, from and within the area.
 - Unlock key development sites
 - Substantially reduce dependence on central funding
 - Provide surety over a 10 year programme of major schemes
 - Create a further income stream (the Earnback deal)
 - Develop transformational schemes

The York Package

16. The proposed York package of schemes shares the same objectives as the (core) West Yorkshire package - namely the delivery of the maximum net increases in Gross Value Added (GVA) – a measure of economic output - and improving access to employment.
17. By adopting the same strategic objective as that used in the core package York's overall funding contribution and its per capita allocation of major scheme funding will be spent either on schemes with a mutual benefit to West Yorkshire and York (and potentially other LTBs) or on schemes of benefit to York and its hinterland.
18. The initial long list of potential major schemes and a précis of the analysis and modelling carried out to prioritise the schemes is detailed in Annex B. The five highest performing York schemes were prioritised as shown in Table 1.

Table 1 – York Package of Schemes

Initial Sift Order	Scheme	Cost (incl optimism bias) £m	Scheme Description
1	York Central Access	27.0	York Central Access, new access road via A59, pedestrian access from station area, sustainable access routes, Queen Street bridge demolished and bus interchange within wider station redevelopment
2	A19 Bus Lane and access to Designer Outlet P&R Improvements	1.9	A19 Bus Lane and Improved access to and egress from existing Designer Outlet P&R
3	Clifton Moor Park & Ride and corridor improvements	9.8	New Clifton Moor Park & Ride site and bus priority and general corridor improvements
4	PT Improvements 2 – City Centre Infrastructure	7.2	PT Improvements 2 – City Centre bus priority infrastructure and traffic management measures including: City centre bridge access priorities City centre bus priority measures Changes to city centre traffic management Roll out of hybrid/electric bus fleet conversion York ongoing Better Bus Area Status
5	Northern Outer Ring Road Improvements - Low Intervention	37.6	Northern Outer Ring Road Improvements - Low Intervention (r/b upgrades, minor widening improvements to approaches and exits and some NMU facility upgrades)
York Package		83.5	c.£129m total York GVA

19. The prioritised package of schemes in York follows a similar balanced approach as in West Yorkshire by offering additional highway capacity around York, while enabling sustainable growth (by bus, rail, walk and cycle) for access to new employment opportunities in the city centre, main urban areas and at sustainable nodes.

20. The package will deliver the following:

- Increased capacity on the northern sections of the outer ring road

- Provide new access and bus interchange within the York Central development
- Full Park & Ride coverage of the city and service improvements
- Support priorities for bus, cycle and walking access within and to the city centre.

21. These five schemes naturally form a coherent package that would support additional employment and GVA growth, compared to the baseline situation without the package, as shown in Table 2.

Table 2 – Economic and Employment Impact

YORK	Year	2024	2030	2036
Additional employment		1,200	1,800	2,000
Additional GVA (per year)		£70m	£110m	£130m
Additional York residents in employment		750	900	1,200

22. Overall the Fund would support significant levels of employment growth with only a minimal increase in the volume of car commuting traffic. The increase in employment within York would be met by increased employment opportunities for York residents and an increase in inward commuting from North Yorkshire.

23. Along with 1,200 additional York residents in employment by 2024, there would be benefit for residents of neighbouring Authorities. The additional number of residents in employment would also increase (by 2036) above the baseline, as follows:

- West Yorkshire 110
- Selby 240
- North Yorkshire 110
- East Riding 130

24. The York package of schemes performs very well in terms of GVA 'bought' per £1.00 invested. The calculations suggest the package would buy £1.61 of GVA per £1.00 invested, compared to £1.23 in West Yorkshire (and £0.90 in Greater Manchester). The conventional Transport Benefit to Cost Ratio (BCR) for the York package is calculated as 2.2 as a minimum, which excludes a detailed analysis of decongestion benefits (which are likely to be significant).

25. Addressing existing points of congestion and delay on the highway and public transport networks will benefit all transport users. Quicker and more reliable journey times are provided for strategic (through) traffic enhancing strategic connectivity to the A1(M). These will be complemented by city centre measures that will result in quicker, more reliable public transport into the heart of the historic city areas.
26. The overall impact on carbon emissions is expected to be neutral or slightly positive. The carbon impacts of decongestion cannot be tested in detail at this stage, but once adequately calculated the scale of reduction is expected to lead to a net decrease in city wide emissions. The detailed impact on carbon will be assessed at the detailed design and business case stage
27. A similar approach to further carbon reductions as suggested for West Yorkshire could be pursued. It will be possible to set more ambitious targets for carbon as part of the design specification, or as enhancements to scheme designs which could attract additional funding or third party contributions which could facilitate the following types of intervention:
 - Further improvements in bus technology such as an increased rate of conversion to hybrid or preferably electric vehicles
 - Inclusion of electric charging points as part of rail station/bus park and ride schemes
 - Cycle and walk schemes being incorporated within key corridor and town centre improvement designs

“Earn-Back”

28. Discussions are taking place with central government over the terms of the ‘earn back’ commitment set out in the City Deal. It is anticipated that delivery of the early measures in the fund will generate additional economic activity and revenue for government (primarily through business rates). A key element of the City Deal is the ability to ‘earn back’ a proportion of this revenue and use it to support further investment through the fund locally. This is particularly important for some of the more ambitious, longer term measures that are proposed to be implemented after the first 10 years.

29. As the Fund develops, and as Earn Back starts to create a 'new' funding stream in the future, the York and West Yorkshire partners will develop an approach to jointly developing, delivering and funding mutually beneficial schemes.

Transformational Schemes

30. A number of larger mutually beneficial schemes have been identified as medium term interventions with potential to deliver transformational change. It is recognised that most of these will take longer than the initial 10 year period of the fund to develop, design and deliver and will require funding over and above the initial £1bn (for example through the 'earn back' deal with government). It is proposed that the fund will be used to undertake the preparatory work required for future delivery.
31. Also of relevance to York are the committed improvements to the Trans-Pennine train services (electrification) that will improve connectivity between York, Leeds and beyond and provide a key building block to achieve further rail improvements.
32. Also of significant local interest are further rail network improvements (potentially funded through Earn Back). Most notably improvements to the Harrogate line will be developed in partnership with Network Rail. Other rail projects will be developed to address connectivity between York and Castleford/Wakefield, and Bradford and Halifax via the Caldervale line.
33. Business links will be further enhanced through the future provision of heavy rail or tram train connections between Leeds and Bradford City Centres and Leeds Bradford International Airport.

Governance

34. Following detailed consideration by the West Yorkshire District Councils, West Yorkshire Integrated Transport Authority and City of York Council it is proposed to establish the West Yorkshire and York Local Transport Body in accordance with the requirements of the DfT. Proposals for the governance arrangements to be adopted are currently being finalised by each partner with a view to submitting the governance plan to DfT by July 2013 for approval.

35. The governance proposals have been shaped by the intention of the West Yorkshire authorities to form a Combined Authority (CA) in April 2014. At the point the Combined Authority is established, the LTB functions will be assumed by the arrangements to be put in place for the Combined Authority. Before then, arrangements need to be made for the 'Interim Period'.
36. A draft Memorandum of Understanding (MoU) has been prepared to set out the common will of the WYTF+ partners to cover governance issues during the interim period. This is attached as Annex C, and the key features are:
- The LTB functions will be administered by the Executive Committee of the West Yorkshire Integrated Transport Authority (WYITA).
 - During the Interim Period an elected Councillor nominated by the Leader of City of York Council may attend all meetings of the LTB or any committee of the WYITA at which LTB business appears on the Agenda. Under the standing orders of WYITA the Chair will permit the York Councillor to address the meeting and take part in discussions but not vote.
 - Subject to agreement from WYITA and CYC, a Joint Advisory Committee of the WYITA and City of York Council may be established pursuant to s101 of the Local Government Act 1972 to advise and make recommendations to the LTB.
 - The Parties agree that York's overall funding contribution to the Fund including the devolved major scheme funding will only be directed to: schemes with a mutual benefit to West Yorkshire and York (and potentially other LTB's); or schemes of benefit to York and its hinterland.
 - In its capacity as the LTB, WYITA will only allocate resources committed to the Transport Fund and prioritise schemes in accordance with the agreed prioritisation criteria and in agreement with both parties – effectively 'Ring-Fencing' the York package to the schemes as outlined.

37. As York is unlikely to be a founder member of the CA (due to non contiguous boundaries) a further MoU is likely to be needed between the CA and CYC.

Preparatory Work

38. Following approval from each individual district to set up the WYTF+, it is proposed to develop a number of schemes that can be brought forward in the early years of the fund.
39. Work to develop West Yorkshire based schemes will be funded by a ring-fenced allocation in the 2013/14 WYITA budget allocated from the WY transport levy. This funding is not available to develop York schemes.
40. Therefore, if York is to keep pace with the other members of the WYTF the council will need to assign sufficient budget from its own funds to develop York scheme(s) for early delivery.
41. Given the existing congestion problems and LTP and DfT funded scheme investment programme, it is the Officer view that the York Outer Ring Road scheme should be prioritised for early delivery in the WYTF+. Development of this scheme at an early stage also maximises the opportunity for a contribution from the North Yorkshire Local Transport Body (NYLTB) which is working to a 2015-2019 funding window. Initial discussions regarding a joint funding proposal to the NYLTB have been positive.
42. Early development of the station bus interchange plans will also be a priority to enable early engagement with potential East Coast Mainline franchise bidders and working with Network Rail to ensure implementation takes place within the next franchise period.
43. Current transport capital programme funding is fully allocated in 2013/14 to support the delivery of the Access York Phase 1 project and Better Bus Area Fund and Local Sustainable Transport Fund schemes. Subject to confirmation of the financial arrangements it is proposed to fund the preliminary development work for the schemes within the WYTF+ by bringing forward a proportion of the 14/15 contribution to the fund once the fund has been approved. In the interim initial development of the schemes will continue using the existing Delivery and Innovation Fund allocation (£70k) for Access York Phase 2 development.

44. Depending on the delivery programme it is anticipated that up to £200k will be required in 13/14 to progress the development of the business case and early stage design for the Outer Ring Road Schemes.

Shared Delivery

45. Looking further ahead there are key opportunities to share delivery expertise between York and West Yorkshire authorities and efficiencies to be gained through a partnership approach to feasibility studies, business case development, project management and delivery.

Consultation

46. Citywide consultation was carried out in 2009 when the City of York Council Local Transport Plan for 2011-2031 was developed. Consultation has also taken place with business interests and the York Quality Bus Partnership. This showed strong support for transport investment to support the economy.
47. Internal consultation concerning WYTF+ has been carried out with: Leader; Chief Executive; Cabinet Member for Transport; Director; Finance Director and Assistant Director through a regular programme of Officer Steering, Leaders and Portfolio holders' meetings.
48. Detailed consultation will be undertaken on the individual schemes as they are progressed.

Options

49. This section presents the main options available for Members to consider as follows:

Option 1 – Support in principle the establishment of the West Yorkshire Plus Transport Fund and the indicative financial commitment.

Option 2 - Reject the proposal

Analysis

50. This section presents an appraisal of the advantages and disadvantages of each option.

Option 1 – Support in principle the establishment of the West Yorkshire Plus Transport Fund and the indicative financial commitment.

51. Supporting the principle of the fund and the indicative financial contributions to the WYTF+ will set in motion the process of establishing the fund. The York package of measures will bring about significant GVA and job creation benefits alongside substantial improvements to the York transport network including:
 - a. Extension and improvement of the Park & Ride network and relieving the main urban area road network
 - b. Upgrading the northern parts of the York Outer Ring Road
 - c. Improving public transport and sustainable access into the city centre
 - d. Unlocking access into key brownfield development sites
 - e. Improving public transport connectivity at the railway station
52. In the longer term the WYTF+ core schemes will form the building blocks for future transformational schemes such as Harrogate Line upgrades. The scheme has potential to earn back future revenue streams into the transport fund.
53. There are a number of action points to finalise if the proposed support in principle recommended in this report is approved to enable the Transport Fund to progress, these are:
 - a) Confirmation of the availability of funding to meet the local contributions. As part of the annual budget setting process a budget report will be prepared for approval at Cabinet which will be then be forwarded to Full Council for final approval.
 - b) Further consideration of the impact of the proposed revisions to the LTP settlement.
 - c) Satisfactory progress made in on-going City Deal negotiations, specifically including securing clarity and agreement on an acceptable level of Earn Back funding from future additional business rates in West Yorkshire and York..
 - d) An in-principle agreement to the setting up of the fund being made by all West Yorkshire District Authorities

54. Members should be aware of the proposed ongoing long term financial commitment to contribute towards the fund as set out in the financial section below.
55. As part of this option it is proposed that the draft Memorandum of Understanding is approved to cover the Interim Period until the proposed Combined Authority is established.

Option 2 – Reject the WYTF+ financial contribution

56. Rejecting the indicative financial contributions to the WYTF+ will mean that York has no access to city region deal elements of the WYTF+ local transport major scheme funds. This represents the bulk of the fund. This will also remove potential to access earn-back and may prevent transformational schemes being achieved in York.
57. It may be possible for membership of the LTB to continue but York may only be able to access the devolved DfT funding element (£5.0m for 2015 – 2019), and this would be subject to agreement from the other partners.
58. Choosing this course of action will result in reduced impact on achieving the Council priorities of “Get York Moving” and “Grow the Economy”.

Council Plan

59. The York package of major transport schemes will enable the achievement of the Council priorities as shown in Table 3.

Table 3 – York Package Fit to Council Priorities

Get York Moving	Grow the Economy	Protect Environment	Protect Vulnerable	Build Strong Communities
Reduced congestion Quicker ORR journey times Further expands and improves	Removes barriers to job creation Stimulates GVA Focus on city centre and northern ORR Reduces congestions costs and	More PT and P&R trips Improved City Centre Air Quality and cityscape Reduced carbon emissions by	Focus on public transport Improves accessibility to transport, jobs and healthcare	Helps open the York Central site up and underpins the city’s continued growth

P&R	business/delivery unreliability	switching to electric (hybrid) buses
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Implications

Financial

60. The cost of the York package, including optimism bias is circa £80m. Without optimism bias this figure reduces to circa £60 million.
61. During the detailed development and phasing work, the spend profile and the funding requirement may need to be adjusted to balance. This report presents an indicative approach to this income and expenditure balance, which is considered appropriate at this stage.
62. The WYTF Finance Working Group (made up of Strategic Finance Managers from the five West Yorkshire Districts, York and Metro) have identified three main sources of direct contributions into the Fund, and the 'buying power' attributable to each element:
- District Contributions (£749 million)
 - LTP top slice at a level of 40% from LTP into the Fund (£101 million)
 - DfT local major scheme funding (£150 million)*
 - TOTAL (£1 billion)
- * The DfT funding element may be increased once the implications of the recent announcement on devolved major scheme funding has been assessed - WY and York have been informed they will receive an indicative £182m over 10 years)
63. To build up the £749 million capital element of the Fund, District revenue contributions would start in 2014/15 and increase year on year up to a maximum in 2022/23. That additional contribution would then need to be maintained for a period of 30 years.
64. It is also proposed to top slice 40% of the LTP to add an additional £101 million. The availability of funding is dependent on future LTP settlements. This will move transport funding away

from small schemes towards the larger schemes with city region wide impact.

65. The table below sets out the District contributions that would be required in future years and the actual contributions which are proposed for 2013/14. Contributions are based on June 2011 population figures.

	2013/14	2014/15	2015/16	2016/17	2017/18		2022/23
Leeds	656	1,061	3,433	5,148	6,866	and ramping up year on year to	15,448
Bradford	461	735	2,392	3,589	4,785		10,766
Wakefield	299	447	1,493	2,239	2,986		6,718
Calderdale	176	291	934	1,401	1,867		4,202
Kirklees	359	967	1,934	2,902	3,869		8,705
York		452	905	1,357	1,809		4,070
Total	1,951	3,953	11,091	16,636	22,182		49,909
Per head of population YORK	£0.00	£2.28	£4.57	£6.85	£9.13		£20.55
Per week per head YORK	0p	5p	9p	14p	18p	40p	

District contributions are in £000's

66. It should be stressed that this level is indicative and not presented as definitive figures. The profile of contributions will adjust to the delivery profile. The table does however demonstrate the scale of contributions which would be required over a 40 year period if the objective of a £1bn Transport Fund is to be achieved.
67. It should be noted that the districts contributions may need to be amended subject to options for a medium term review and will always be subject to existing DCLG guidance and overall Local Government Powers for raising finance locally.
68. There is currently no revenue budget provision for the York contribution to a Transport Fund. The funding requirement ramps up from £452k in 14/15 to £4.070m per year by 2022/23 and would need to be maintained for the following 30 years. The costs shown in the table would add to the Council's budget gap and need to be considered in the context of the budget savings which the Council is already having to identify.
69. A one off contribution from the Economic Infrastructure Fund could be allocated to cover the 2014/15 district contribution to the

fund. However future funding would need to be identified from the revenue budget.

70. The proposed 40% LTP top-slice will have a significant impact on the ability to deliver smaller scale local schemes in York. The base LTP budget allocated for 2013/14 is £1.63m and £2.32m in 2014/15. A 40% top-slice is therefore likely to amount to around £930k per annum. Depending on future settlements the funding available for smaller local transport schemes could be in the region of £1.4m. This reduction will mean that fewer schemes will be delivered impacting particularly on the smaller scale cycling and pedestrian schemes. In addition it will limit the ability to match fund bids for specific projects from the LTP budget as has been the case for the LSTF and Access York projects.

Human Resources (HR)

71. The York aspects of the West Yorkshire Transport Fund will need to be managed locally with staff taken on as necessary. Reduced LTP funding will result in a lower staffing requirement for the development of smaller scale schemes in York. Opportunities may exist for staff to be seconded to the central WYTF+ delivery team. As York's LTP has a high level of match funding commitments over the next two years (BBAF and LSTF) a more gradual or tapered top-slice contribution will need to be considered.

Equalities

72. No adverse impact on specialist groups expected. A full SDI analysis likely to be carried out as part of the appraisal for a major transport scheme.

Legal

73. We are currently progressing the governance aspects of the interim arrangements on the basis of the MoU. Legal issues related to the possible progression of the Combined Authority will be the subject of a separate report.

Crime and Disorder

74. No significant impact

Information Technology (IT)

75. No significant impact

Property

76. No significant impact

Other

77. None

Risk Management

78. The first key risk is the ability of the Council to make the necessary budget adjustments to fund the proposed district contribution. If the necessary budget is not available it may not be possible to progress the fund in the format proposed.

79. The second key risk is that a lack of support for and progress of the Fund will undermine the basis of the City Deal with Government, resulting in the devolved powers not being secured. This is being managed through ongoing engagement with all partners, and the process for creating the Combined Authority.

Recommendations

80. Members are recommended to:

- 1) Support the principle of establishing a £1 billion 'West Yorkshire Plus' Transport Fund and the associated, indicative levels of financial commitments as set out in this report, subject to:
 - i) Satisfactory progress in on-going City Deal negotiations, specifically including securing clarity and agreement on an acceptable level of Earn Back funding from future additional business rates in West Yorkshire and York; and
 - ii) An in-principle agreement being made by all West Yorkshire District Authorities

Reason: To enable major transport schemes to be brought forward which will deliver the council's objectives

- 2) Submit the proposal to Full Council once the issues in recommendation 1 have been resolved.

Reason: To enable major transport schemes to be brought forward which will deliver the council's objectives

- 3) Approve the draft Memorandum of Understanding

Reason: To enable CYC and West Yorkshire Authorities to work together to deliver the WYTF+

- 4) Approve the initial development of business cases for the Outer Ring Road schemes and early development work on bus interchange at railway station in 2013/14.

Reason: To allow delivery of schemes early in the WYTF+ programme.

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**Report
Approved**



Date *23-April-2013*

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Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Annexes

Annex A – West Yorkshire Plus York Technical Summary Report

Annex B – Prioritisation Analysis and Modelling Report

Annex C – WYTF+ Draft Memorandum of Understanding