

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

MEETING TO BE HELD AT 11.00 AM ON THURSDAY 7 MARCH 2024
IN WELLINGTON HOUSE, LEEDS

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 PECUNIARY INTERESTS**
3. **EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
4. **MINUTES OF THE MEETING HELD ON 6 FEBRUARY 2024**
(Pages 1 - 2)
5. **FINANCE AND CORPORATE PERFORMANCE**
Lead Director: Alan Reiss, Lead Author: James Bingham
(Pages 3 - 40)
6. **WORKFORCE - HR MANAGEMENT INFORMATION**
Lead Director: Alan Reiss, Lead Author: Alan Cale
(Pages 41 - 64)
7. **INTEGRATED CORPORATE SYSTEMS**
Lead Director: Alan Reiss, Lead Author: Bill Cookson
(Pages 65 - 70)

8. REVIEW OF CHIEF EXECUTIVE SALARY

Lead Director: Alan Reiss, Lead Author: Alan Reiss
(Pages 71 - 88)

FOR INFORMATION

9. DATE OF THE NEXT MEETING

The date of the next meeting will be confirmed at the Combined Authority's Annual Meeting, subject to the approval of the proposed Calendar of Meetings 2024-25.

Signed:

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

**Chief Executive
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES, AND CORPORATE COMMITTEE
HELD ON TUESDAY, 6 FEBRUARY 2024 AT MEETING ROOM 1,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2D**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Jane Scullion	Calderdale Council
Councillor Cathy Scott	Kirklees Council
Councillor James Lewis (Deputy Chair)	Leeds City Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Mandy Ridyard	West Yorkshire Business Board
Jocelyn Manners-Armstrong	Independent Member

In attendance:

Ben Still	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Dave Haskins	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Rebecca Brookes	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

1. Apologies for Absence

Apologies were received from Cllrs Hinchcliffe (Bradford Council) and Denise Jeffery (Wakefield Council).

2. Declarations of Pecuniary Interests

There were no declarations of interest at the meeting.

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

Resolved: That in accordance with paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Agenda Item 5 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4. Minutes of the last meeting held on 18 January 2024

Resolved: That the minutes of the meeting of the Finance, Resources and Corporate Committee held on 18 January 2024 be approved.

5. Property Matter

This decision contains confidential information and exempt information and appendices by virtue of Schedule 12A, Local Government Act 1972, Part 1: Paragraphs 3 (financial or business affairs) & 5 (Legal Professional Privilege).

Members considered exempt Item 5 which had been published less than 5 clear days before the meeting, but was able to be considered under 15.2 of the Procedure Standing Orders by reason of special circumstances.

Following an update from officers on matters set out in the exempt report, The Chair proposed an amendment to the recommendations at paragraphs 10 (i) and 10 (ii) in the exempt report that were seconded by Cllr Cathy Scott. The Committee voted on the amended recommendations which were passed unanimously.

Resolved: That the amended recommendations be approved.

Report to:	Finance, Resource, and Corporate Committee
Date:	7 March 2024
Subject:	Finance and Corporate Performance
Director:	Alan Reiss, Chief Operating Officer
Author:	James Bingham, Corporate Planning and Performance Officer

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:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this report

- 1.1 To advise the Committee on the present position in relation to corporate and financial performance at the end of Quarter 3 2023-24.
- 1.2 To seek endorsement from the Committee to refine future arrangements for reporting.

2. Information

Overview

- 1.1. This report sets out information on performance, focussing on providing financial monitoring and forecasting and an assessment of project delivery against corporate objectives for Quarter 3, 2023/24.

The West Yorkshire Plan and The Corporate Plan

- 1.2. The strategic direction for West Yorkshire is set out in the West Yorkshire Plan, launched in summer 2023. It is a key strategic document co-produced with partners. It includes five

missions and associated targets to 2040 that are aspirational and represent an ultimate ambition for West Yorkshire:

- Mission 1: A prosperous West Yorkshire – an inclusive economy with well paid jobs.
- Mission 2: A happy West Yorkshire – great places and healthy communities.
- Mission 3: A well-connected West Yorkshire – a strong transport system.
- Mission 4: A sustainable West Yorkshire – making lives greener.
- Mission 5: A safe West Yorkshire – a region where everyone can flourish.

- 1.3. Progress against delivery of the five long term missions is monitored through the annual State of the Region report, produced and published by the Combined Authority each year since 2021. The indicators contained in State of the Region are now mapped against the five Missions contained in the West Yorkshire Plan. State of the Region provides the mechanism for reviewing progress against the Vision and Missions of the Plan. The Combined Authority works in partnership to deliver the missions set out in the West Yorkshire Plan.
- 1.4. The Authority itself has seven objectives (seen in the table in section 2.15) from which outcomes are derived and performance measured. These are published as part of the Corporate Plan and inform the Combined Authority’s annual business planning.
- 1.5. The relationship between the West Yorkshire Plan and the Corporate Plan can be shown as follows:

Strapline: *Working for a better West Yorkshire*

Mission: *We develop and deliver policies, programmes and services which directly benefit the people of West Yorkshire*

West Yorkshire Plan Vision: *A brighter West Yorkshire – a place that works for all. An engine room of ideas and creativity, where anyone can make a home.*



The West Yorkshire Plan 2040 is shared between the Combined Authority and the five Local Authorities. It is a shared endeavour. And we are only one player in its delivery.

- Cross-cutting themes**
- Equity, Diversity and Inclusion
 - Inclusive Economy
 - Climate Emergency
 - Customer Service



The Corporate Plan is what we will do to deliver our part of the West Yorkshire Plan this year. It comes from the business plan. In future it will become multi-year as well.

- 1.6. The corporate performance monitoring strategy considers the performance of business plan activities from across the Combined Authority and supports the delivery of the seven corporate objectives. All 284 business plan outcomes are linked to one or more of the seven corporate objectives and are RAB rated each month based on current performance. These individual RAB ratings are then collated and used to understand how the Combined Authority is performing against the corporate objectives. As well as presenting this information on a quarterly basis to FRCC, this information is also widely used across the organisation and is presented to a range of internal boards. For example, a monthly performance report is presented to the Combined Authorities senior management team. This is done to highlight key issues and risks to allow decision makers to address them and improve performance of the organisation overall. This allows regular monitoring and intervention of business plan outcomes and helps the combined authority achieve its corporate objectives.

Financial Performance

- 1.7. The Quarter 3 revenue budget monitoring has been undertaken, comparing expenditure at the end of Q3 to the original budget for the year. Whilst this shows a variance against the expected position, this is due to timing differences compared to the way the budget is profiled. The position at the end of Quarter 3 based on spend and income to the end of December is a surplus of £27k (0.02% of income), compared to the budgeted £70k (0.03% of income), as set out in the table overleaf.
- 1.8. The variations in both income and expenditure are predominantly driven by the project portfolio, where the incidence of income and expenditure varies throughout the financial year, in contrast to budgets which are phased equally across 12 months.
- 1.9. The significant variances have been reviewed in detail and all arise from timing differences, for example where income is received in advance of incurring related expenditure, or where expenditure is recovered from third parties, and this is only invoiced after the expenditure occurs. The introduction of the new finance system will facilitate improved phasing of budgets for the new financial year and thereby reduce temporary timing differences.

Q3 spend against original Q3 budget

	Actual to 31-Dec-23	Budget to 31-Dec-23	Difference 31-Dec-23	Difference 31-Dec-23
	£000s	£000s	£000s	%
Income				
Transport Levy	69,148	69,149	(0)	(0%)
AEB Income	44,678	52,225	(7,547)	(14%)
Pre Paid Ticket Income	22,057	16,500	5,557	34%
Income - Operational	6,619	10,733	(4,115)	(38%)
Funding - Grants	25,345	49,173	(23,828)	(48%)
Tendered Services Income	2,374	4,741	(2,367)	(50%)
Total Income	170,222	202,521	(32,299)	(16%)
Expenditure				
AEB costs	44,678	52,134	7,455	14%
Concessions	35,053	34,632	(420)	(1%)
Consultancy and Professional Services	1,630	2,064	434	21%
Employee Costs	27,048	30,858	3,810	12%
Financing Charges	557	5,390	4,832	90%
Grants and Agency costs	-	1,133	1,133	100%
ICT Related Costs	2,307	2,511	204	8%
Indirect Employee Costs	914	1,307	394	30%
Members Allowances & Expenses	152	279	127	46%
Non-staffing Project costs	14,983	39,159	24,176	62%
Premises Costs	3,888	5,506	1,619	29%
Prepaid Tickets Costs	20,026	16,500	(3,526)	(21%)
Supplies and Services	2,468	2,972	504	17%
Tendered Services	24,981	25,179	199	1%
Travel, Subsistence & Transport Costs	127	170	42	25%
Total Expenditure	178,812	219,794	40,982	19%
Indirect Contribution* (Capitalisation/ Internal recharges)	8,617	17,343	(8,727)	50%
Net Income / (Expenditure)	27	70	(43)	
Net Income / (Expenditure) as a % of Income	0.02%	0.03%		

Full Year Revenue Forecast as at Quarter 3

- 1.10. During the period the Q3 review was being undertaken a revised full year position was being drawn together for inclusion in the budget paper considered by the Combined Authority on 1 February. At that meeting the revised full year position for 2023/24 was approved and this has been further refined using the information collected as part of the Q3 review. The forecast position for the year shows a net surplus position of £180k (0.06% of income), an improvement of £694k from the revised position approved at the 1 February meeting, which showed a net deficit of £514k (0.17% of income).
- 1.11. This improvement is predominately driven by staff turnover and a better position on tendered services due to improved education transport income. Increased patronage for concessionary reimbursement, which had spiked in Quarter 2 and was reflected in the

revised full year position as an expected additional cost, has now stabilised and the forecast costs slightly reduced. There are a number of smaller movements on other income and expenditure lines leading to the net position of £180k surplus.

- 1.12. There are compensating variations across both income and expenditure which are largely driven by the project portfolio, where the incidence of income and expenditure varies throughout the financial year, in contrast to budgets which are phased equally across 12 months.

Revised Full Year Forecast Following Q3 Review and Budget Review

	Full Year Forecast informed by Q3 position £000s	Revised Full Year Position £000s	Difference £000s	Difference %
Income				
Transport Levy	92,198	92,198	-	0%
AEB Income	68,080	69,594	(1,514)	(2%)
Pre Paid Ticket Income	30,644	30,500	144	0%
Income - Operational	42,688	42,813	(125)	(0%)
Funding - Grants	61,680	60,148	1,532	2%
Tendered Services Income	9,262	6,933	2,329	25%
Total Income	304,552	302,187	2,365	1%
Expenditure				
AEB Costs	67,958	69,472	1,514	2%
Concessions	46,176	46,245	69	0%
Consultancy and Professional Services	3,583	2,990	(593)	(17%)
Employee Costs	38,809	39,666	857	2%
Financing Charges	7,186	7,186	-	0%
Grants and Agency costs	1,511	1,136	(375)	(25%)
ICT Related Costs	3,365	3,743	378	11%
Indirect Employee Costs	1,880	2,106	226	12%
Members Allowances & Expenses	372	372	(0)	(0%)
Non-staffing Project costs	48,190	48,092	(98)	(0%)
Premises Costs	7,466	7,511	45	1%
Prepaid Tickets Costs	30,644	30,500	(144)	(0%)
Supplies and Services	4,581	4,179	(402)	(9%)
Tendered Services	39,796	37,745	(2,052)	(5%)
Travel, Subsistence & Transport Costs	282	278	(4)	(1%)
Total Expenditure	301,799	301,221	(578)	(0%)
Indirect Contribution* (Capitalisation / Internal Recharges)	21,250	22,343	(1,093)	(5%)
Net Revenue Position pre Reserves Adjustments	24,003	23,309	694	3%
Reserves Adjustments	23,823	23,823	-	0%
Net Revenue Position after Reserves Adjustments	180	(514)	694	
Net Revenue Position as a % of income	0.06%	(0.17%)		

- 1.13. The position regarding the ongoing closure of Bradford Interchange remains under review. At this stage while assessment work continues a provision has not yet been made in the forecast position for 2023/24 for any additional costs or lost income. A full budget position including the potential impact for 2024/25 will be brought to a future meeting of the Combined Authority.

Quarter 3 Capital Summary

1.14. The Combined Authority's capital programme at Quarter 3 shows expenditure of over 56% of the December 2023 revised forecast, with the majority concentrated across the City Region Sustainable Transport Settlement (CRSTS), the Transforming Cities Fund (TCF), the West Yorkshire plus Transport Fund and the Zero Emissions Regional Bus Areas (ZEBRA). In line with previous years, it is expected that expenditure will increase as the year progresses and at this stage there is confidence that the full year forecast will be achieved. The table below sets out the revised capital position agreed at the February 2024 meeting, which is slightly lower than the original £231 million approved at the February 2023 budget meeting, and shows an expectation that spend in Q4 is accelerating.

Capital Programme Expenditure	Revised Forecast Combined Authority February 2024	Revised In-Year Forecast as at Dec 2023	Expenditure upto Quarter 3 2023/24	% of in-year Forecast
Transport Programmes				
City Region Sustainable Transport Settlement	£103,031,181	£103,031,181	£67,014,024	65.04%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	£72,144,806	£64,319,670	£41,077,776	63.87%
West Yorkshire plus Transport Fund	£76,485,552	£68,832,475	£41,166,916	59.81%
Zero Emissions Bus Regional Areas	£10,108,378	£10,108,378	£6,193,387	61.27%
Leeds Public Transport Investment Programme	£824,728	£699,728	£78,813	11.26%
Integrated Transport Block (CA legacy projects)	£2,569,856	£2,569,856	£1,162,161	45.22%
Active Travel	£9,113,471	£6,835,962	£2,757,542	40.34%
New Station Fund	£7,044,369	£3,360,369	£0	0.00%
Levelling Up Fund	£1,308,784	£1,086,618	£97,955	9.01%
Gainshare Capital (Capital Flood Infrastructure Programme)	£1,094,236	£1,094,236	£0	0.00%
Gainshare Capital (LUF2 match)	£1,523,000	£1,523,000	£0	0.00%
LEVI	£438,220	£438,220	£0	0.00%
Economic Development Programmes				
Getting Building Fund	£0	£0	£0	n/a
Brownfield Housing Fund	£15,000,000	£15,000,000	£0	0.00%
Social Housing Decarbonisation Fund	£6,978,371	£6,886,923	£2,020,082	29.33%
British Library North	£302,000	£303,835	£255,307	84.03%
Corporate Projects	£1,553,410	£1,554,881	£769,259	49.47%
Broadband	£25,000	£1,815	£1,815	100.00%
Growth Deal - Economic Development	£55,000	£55,000	£0	0.00%
Business Accelerator Fund	£3,126,168	£2,626,168	£2,303,349	87.71%
Total Capital Spend	£312,726,530	£290,328,315	£164,898,387	56.80%

Q3 Corporate Performance Overview

1.15. The Combined Authority continues to perform well in delivering business plan outcomes, as well as against corporate plan targets:

- **Corporate Plan Key Performance Indicators (KPIs)** – external, measurable metrics – are all projected to meet targets by May 2024. See Figure 1.

- **Business Plan KPIs** – are on average exceeding ambitious targets. Since quarter 2 there has been a significant increase in the performance of business plan activities with the majority of these on track to be fully delivered. This has resulted in an increase in the RAB rating of 5 of the corporate objectives highlighted in figure 1 below.

1.16. Since Quarter 2, an additional two performance objectives have been included in reporting to reflect recent developments:

- **Organisational Improvement:** Relates to specific internal projects to improve the organisation, for example the development of the new HR and Finance system CiAnywhere, which has far-reaching impacts across all facets of the organisation's delivery.
- **Cross Cutting Impacts:** Relates to a business plan activity that impacts all seven corporate objectives for example the development of local partnerships or engaging with government on further devolution.

1.17. Both of these objectives are expected to be partially delivered with mitigations in place.

Figure 1: Corporate Objectives Performance

OBJECTIVE	Q1	Q2	Q3
Building a sustainable, nature rich and carbon neutral region		↔	↔
Championing culture, sport and creativity		↔	↔
Creating an accessible, clean and customer focussed transport system		↔	↑
Driving economic growth and innovation to enable good jobs		↔	↑
Empowering our communities, towns and cities to thrive		↔	↑
Enabling a diverse, skilled workforce and accessible learning for all		↔	↑
Supporting community safety and accountable, proactive policing		↔	↑
Organisational Improvement	n/a	↔	↔
Cross Cutting Impacts	n/a	↑	↓

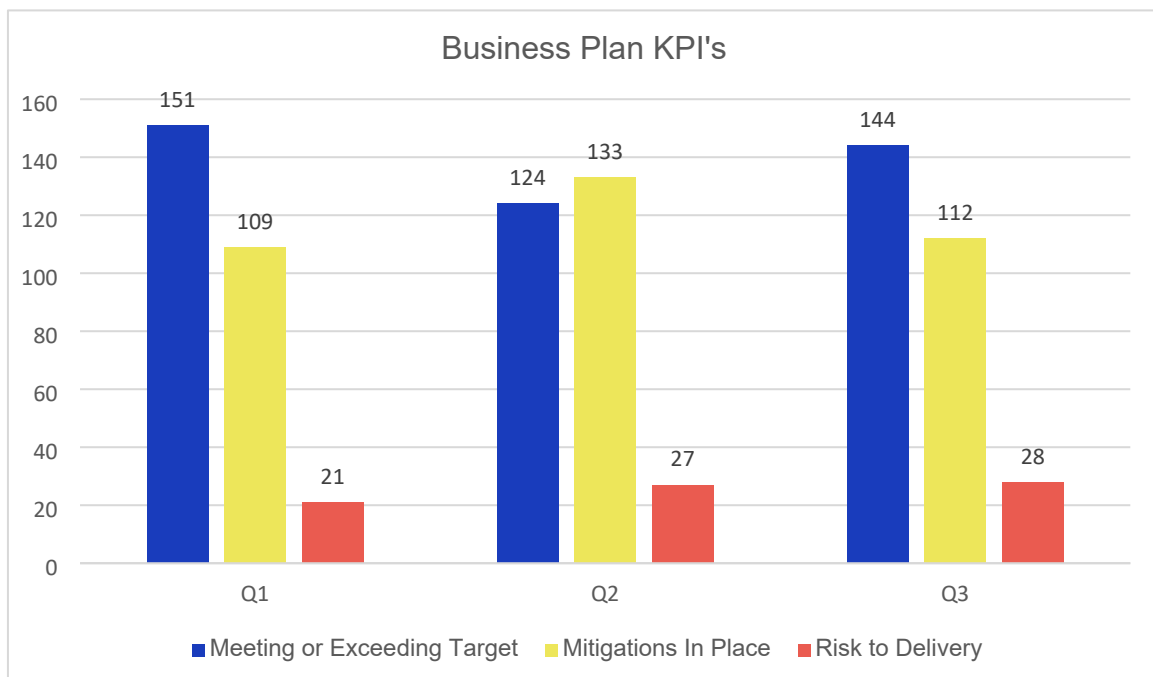
KEY



	Is expected to be fully delivered or exceed targets by the end of 2023/24
	Is expected to be at least partially delivered by the end of 2023/24
	Is at risk of not being delivered by the end of 2023/24

- 1.18. In support of corporate objectives, each team is required to identify explicit key performance indicators (KPIs) as part of their business plans for the financial year, and these are routinely scrutinised through senior officer boards (Senior Management Team). Delivery against these metrics is consistent, affording confidence in the performance objectives set out at Figure 1.
- 1.19. Figure 2 shows the assessment all 284 Combined Authority business plan outcomes for Quarter 3 compared with the previous two quarters using the key shown above. Of the 284 business plan outcomes, 144 have been rated as on track to be achieved or to exceed target.

Figure 2: Business Plan KPI Performance



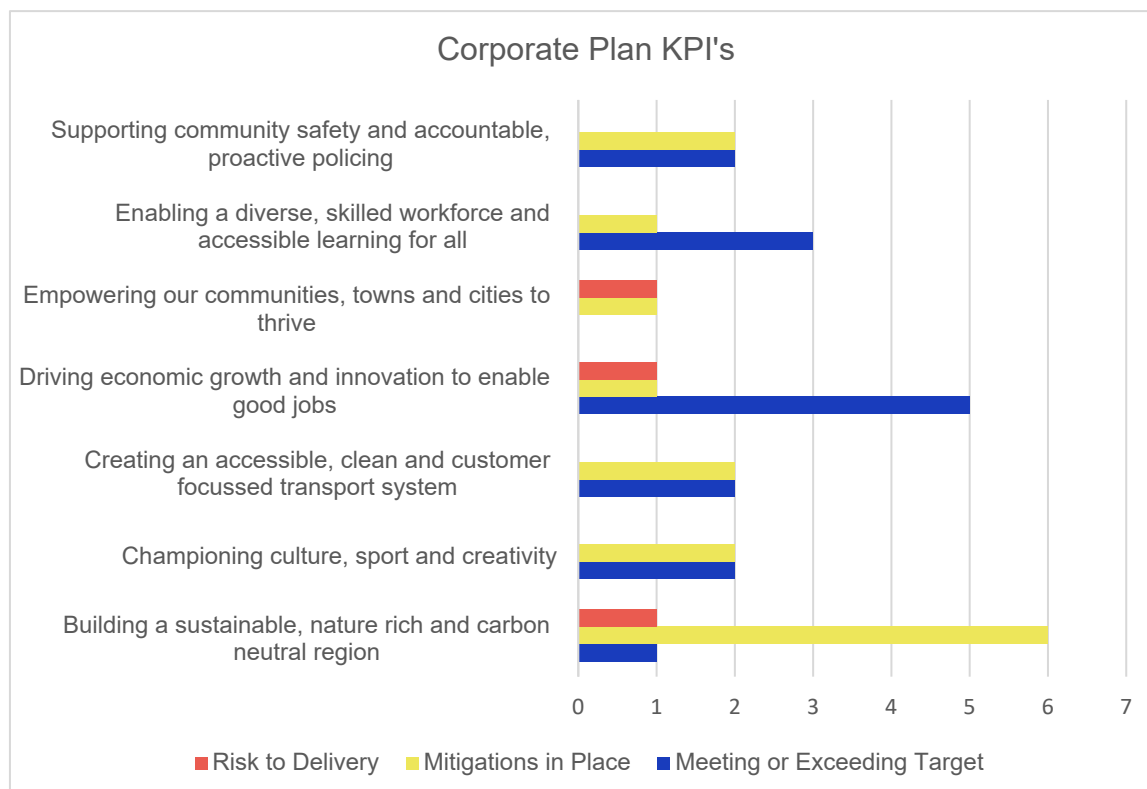
- 1.20. Details of notable mentions are outlined below, and further details are provided in Appendix 1, alongside matters for concern. The organisation is addressing risk through mitigations in a positive way, such that the level of risk is overall reduced.
- Delivery of the new Halifax bus station. Works are progressing to deliver the final phase 4 with a revised completion date of the end of February.

- Development of a rail strategy and pipeline that provides a rail network that enables productivity through connectivity and delivers a 21st century transport network. Garforth works have been on site since May 2023, due for completion April 2024. Menston works will start end of March 2024 for completion end of February 2025.
 - Continue providing practical and impactful support to the creative industries businesses in the region. Delivery began on all “You Can Make It” schemes under Culture, Heritage, and Sport, in December 2023.
 - Community Engagement Priorities:
 - Establish and embed community engagement programmes, including “Community Conversations” where the mayor meets diverse groups. The current topic is the [Mayor’s Big Climate Chat](#).
 - Three Events have been held across the region (Calderdale, Leeds and Wakefield) as part of [West Yorkshire Mayor’s Question Time](#).
 - The team works closely with the Inclusivity Champion in particular on the development of the cross-organisational inclusive engagement strategy which is due to launch later in 2024.
- 1.21. Over the current year, there have been marginal changes in the proportion of resolved, mitigated and critical risks, such that 88% of business plan activities have been successfully delivered or on track for delivery.
- 1.22. The slight escalation in risks – from 8% in Q1 to 12% in Q3 - which reflects key requirements outstanding which may impact on delivery is significantly weighted towards cross cutting internal impacts, for example the successful implementation of corporate systems, cyber security threats, or resourcing and budgetary pressures. These risks are known, and under the management of the corporate risk register with an action plan established to mitigate adverse impacts.
- 1.23. The corporate risk register is regularly reported to Governance and Audit Committee for oversight and direction following consideration at Internal Leadership Board.

Corporate Plan Targets

- 1.24. During the creation of the West Yorkshire Combined Authority Corporate Plan 2023 / 24, specific business plan activities were identified as quantifiable that would help measure progress against the corporate objectives. These targets are monitored on a monthly basis through the regular collection of data and relating them back to achieving the corporate objectives. Figure 3 shows each of the assessment ratings for those 33 corporate plan targets against the corporate objectives (see key at 2.15).

Figure 3: Corporate Plan KPIs



1.25. Of the 33 targets, 15 are currently rated as achieving or exceeding target. Details of notable mentions are outlined below, and further details are provided in Appendix 2.

- The target to deliver energy efficiency retrofit at 1,600 homes, by March 2024 is currently on track to exceed target and deliver 2,279 by March 2024.
- The target to deliver 85% of MCard sales by mobile app (2023 / 24 target), has seen an increase in use from 83% to 87% to date with further growth to 89% anticipated.
- The target to complete 10 projects to promote more sustainable transport options, completed in 2023 / 24 period is expected to exceed target with a total of 11 projects on track to be completed by the end of March 2024.
- The target to commission targeted services to increase community safety and support victims and witnesses of crime, this Mayoral term is performing well.

1.26. Three of the targets are currently rated as red and at risk of not being delivered. Details of these are outlined below and further information is highlighted in Appendix 2.

- 5,000 affordable and sustainable homes delivered over the course of the Mayoral term (however, last year alone more affordable homes were completed than any single year since 2010, representing almost 25% of all housing completions in West Yorkshire).

- Deliver 111 zero emission buses (ZEBs) and charging at 3 bus depots this year.
- International trade portal to achieve 1,000 hits per month.

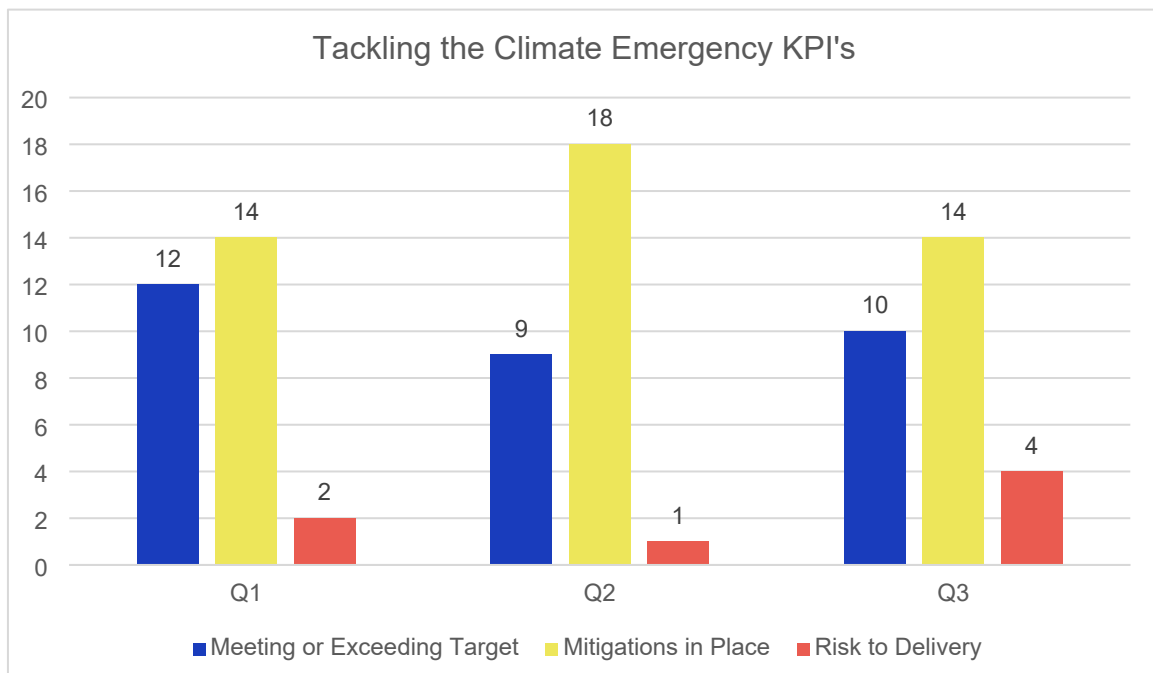
Future Reporting Arrangements

- 1.27. At its meeting on the 1 February 2024, the Combined Authority agreed proposals to build on existing performance metrics by developing an enhanced set of productivity measures. Establishing a more explicit set of performance and efficiency metrics across the organisation will enable the Combined Authority to baseline and demonstrate increasing value for money.
- 1.28. This approach will require a new set of measures to be developed over time with work now underway to develop these in anticipation of the new financial year. This dashboard will be published publicly as part of the Combined Authority's regular performance reporting to the Finance, Resources and Corporate Committee. This will complement the existing data already presented to both FRCC and Governance and Audit Committee.

2. Tackling the Climate Emergency Implications

- 3.1 One of the Combined Authority's corporate objectives seeks to tackle the climate emergency, (building a sustainable, nature rich and carbon neutral region). 28 business plan activities contribute towards achieving this objective. The assessment ratings are shown in Figure 4 below.

Figure 4: Tackline the climate emergency KPIs



3.2 Of the 28 business plan outcomes that are aimed at tackling the climate emergency, ten are currently on track to be achieved or have already exceeded target. A number of these are outlined below and further details are described in Appendix 3.

- **Support digital and creative skills and the creation of green jobs.** 365 pledged jobs now created, 38 have progressed into green jobs through Skills Connect.
- **Reduction in Carbon and Energy Emissions from Combined Authority Facilities.** Bus Station Solar is now at practical completion with snagging and handover currently being undertaken. The scheme has completed three months ahead of programme. Works delivered have undergone value engineering to provide a greater solar coverage. Savings to the total delivery profile have allowed for additional panels at Pontefract.
- **Ensure the highway network is well maintained and supports safe roads, active travel, public transport journey reliability and improved customer experience.** Three Strategic Outline Cases approved at Combined Authority: City Region Sustainable Transport Settlement (CRSTS) Asset Management and CRSTS Safe Roads, CRSTS Network Management.

3.3 This corporate objective has seen a slight drop in performance from Quarter 2 to Quarter 3 with the number of business plan outcomes that are rated red increasing from one to four. These are outlined below, and further details are described in Appendix 3.

- **Flood Resilience:** It is taking longer than expected to scope the detail of the Natural Flood Management schemes with partners and there are operational challenges to delivery of some of them. However, approval has been given for three projects to date, two of which will commence in this financial year. The Capital Flood Infrastructure programme was an addition to the business plan in year, and the first three business cases and £5.645 million of Single Investment Fund were approved by the Climate, Energy and Environment Committee in February.
- By March 2024 to have put in place a plan and started producing a **Corporate Environmental Sustainability Strategy**. This is to ensure that the Combined Authority leads by example by ensuring it is delivering on its role to support the region's Climate and Environment Plan. The Strategy will include possible formation of an Environmental Staff Group. While initial market testing for an advisor was carried out, no applications were received so the approach is being re-considered and a further update will be provided soon.
- **Accelerate renewal of our bus fleet utilising zero emission vehicles** and continue towards transport decarbonisation in West Yorkshire. The Combined Authority will not deliver all Zero Emission Buses (ZEBs) in 2023 / 24 and are

currently uncertain around delivery of Arriva's 47 ZEBs that require a Department for Transport time extension on the grant and 17 Zero Emission Buses.

- **Deliver new systems to manage bus data and assets that is future proof.** A third of subsystems are to be procured through a contract variation, while the other two thirds will be progressed through a tough framework and tender process to ensure best value for public money. A project manager appointment is in progress after a delay, and the project funding may be insufficient.

4. Inclusive Growth Implications

- 4.1 Two of the Combined Authority's corporate objectives relate to inclusive growth; 'Enabling a diverse, skilled workforce and accessible learning for all', and "Driving economic growth and innovation to enable good jobs." 51 business plan activities that are monitored contribute to achieving these objectives. The assessment ratings of these activities are shown in Figures 5 and 6.

Figure 5: Enabling a diverse, skilled workforce, and accessible learning for all

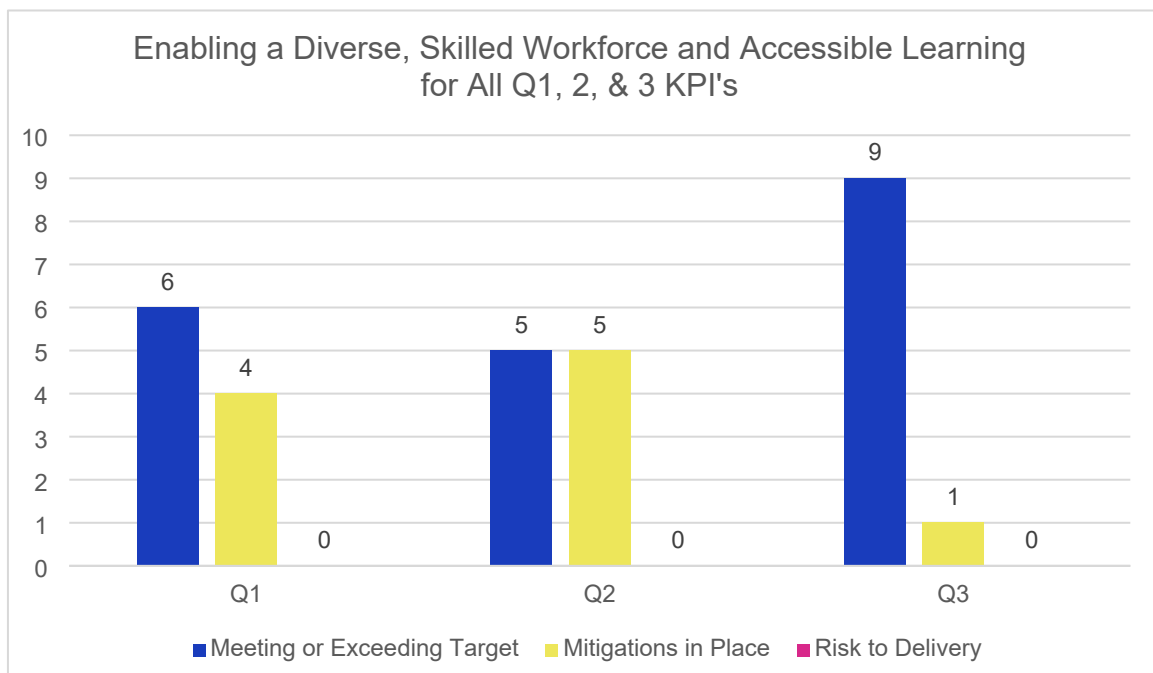
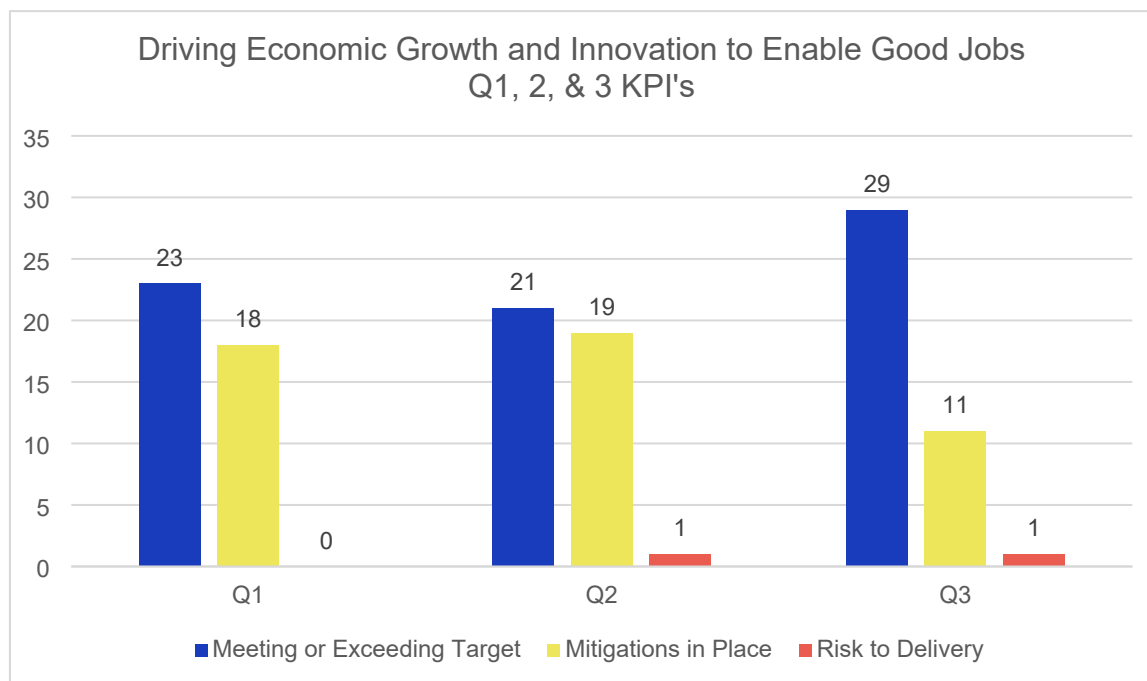


Figure 6: Driving economic growth and innovation to enable good jobs



4.2 Overall, this area is performing well, and the Combined Authority is contributing significantly to inclusive growth. Only one business plan activity associated with achieving these corporate objectives, in respect of the West Yorkshire Innovation Support Programme, has been rated as red, at risk of non-delivery. This is as a result of the delay to the launch of grant schemes and recruitment delays which have now been resolved.

4.3 Of the 38 business plan outcomes currently rated as meeting or exceeding target, the most notable successes are outlined below, and further details are provided in Appendix 4.

- Over 3400 businesses have been assisted to access the support they need via the Growth Service and its connectivity with the rest of the ecosystem. Over 46% of these have been female led businesses and over 24% ethnic minority led businesses. To strengthen the regional offer and increase the ability to drive up innovation and productivity improvements the recent Shared Prosperity Fund awards have been made and project delivery is underway.
- West Yorkshire was awarded Health and Digital Investment Zone status, building on work undertaken in recent years to develop a strong sectoral proposition in this area. Proposals are currently at an advanced stage, and moving towards Gateway 5 (interventions), aimed at driving up business investment and innovation activity.

- Start up support has enabled over 800 individuals to explore and take the first steps in enterprise: 62% of these have been female led businesses, 42% ethnic minority led businesses, and 17% have declared a disability. This support has helped to improve the pipeline of enterprise talent and the diversity of the business base.
- Support people of all ages to understand the career opportunities available to them in West Yorkshire. FutureGoals website views are an example of success in this area. The cumulative target was 1,875,000 views, with 3,828,768 actual views, resulting in performance of 204%.

3. Equity and Diversity Implications

5.1 In 2023, the Combined Authority published its ambitious EDI Plan with a vision of being a national leader in this space. This plan is grounded in five priorities which are underpinned by 14 aspirational targets by which organisational progress is measured:

- Embed equity, diversity and inclusion
- Equity, diversity and inclusion foundations
- Ensure our workforce reflects the diversity of West Yorkshire
- Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet these
- Champion equity, diversity and inclusion externally and develop an excellent regional and national reputation.

5.2 The table below shows the Combined Authority's performance against the 14 organisational EDI targets.

PRIORITY	EDI PLAN TARGETS	COMPLETION DATE	PROGRESS
1	100% of Strategies, Policies and Plans have EDI embedded.	2024	
	All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met.	2024	
	All policies, strategies and plans developed by the Combined Authority will have a completed equality impact assessment which pro-actively examines and evaluates the potential	2024	

	impact on all of the protected characteristics.		
	By 2028, 100% of scheme equality impact assessments are quality checked when they come through the Combined Authority Assurance Framework.	2028	
2	By 2025 the mean gender pay gap reduced by minimum of 1 percentage point	2025	
	By 2025 the mean ethnicity pay gap reduced by minimum of 4 percentage points	2025	
3	By 2023 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness.	2023	
	By 2023, 100% of all new Role Profiles include EDI requirements and by 2025 all Role Profiles	2023 - 25	
	By 2023, 100% employees complete IHasco mandatory EDI and unconscious bias training by all employees	2023	
	Over 75% of employees complete the optional EDI IHasco units	2023	
	100% of SMT complete EqIA training	2024	
	100% of interviews include an equity, diversity, and inclusion question in the set of interview questions	2023	
	100% of applications are anonymised before sifting.	2023	
	100% of staff complete the Indiverse training	2023	

5.3 As well as being focused on promoting EDI internally as an organisation, the Combined Authority also seeks to promote EDI across the region through business plan outcomes. Examples of the Combined Authority positively impacting EDI across the region through business plan outcomes can be seen below.

NOTABLE ACHIEVEMENTS	
OUTCOME	Impact
<p>Business West Yorkshire. 3,000 SMEs will get direct access to all of the support available in the region to help them grow and build resilience</p>	<p>Over 3400 businesses supported</p> <ul style="list-style-type: none"> • 47.6% Female • 24.1% BAME • 12.3% Disability • 34.3% in 20% most deprived • 21 outreach events delivered (3 in 20% most deprived areas)
<p>Enterprise West Yorkshire. Anyone in West Yorkshire with the ambition to start and grow a business can access support and guidance (up to 500 in year), irrespective of their background, the growth potential of the enterprise or the sector in which it will operate.</p>	<p>271 businesses supported through Start Up Manager. 580 businesses supported through Start Up West Yorkshire. 11 businesses supported through Adventure.</p> <ul style="list-style-type: none"> • 62.9% Female • 42.5% BAME • 17.0% Disability
<p>Rural Development Fund. Capital grants of up to £50k for rural SMEs to diversify and improve productivity.</p>	<p>9 applications received, 4 approved (total value £140,029), 3 payments totalling £44,130 made.</p>
<p>Housing Retrofit and Climate Action. Reducing fuel poverty in social housing by delivering warm, energy-efficient homes and reducing carbon emissions and fuel bills. 10% of the overall measures will improve energy efficiency in the social housing occupied by pensioners who are generally a more vulnerable group.</p>	<p>Social Housing Decarbonisation Fund (SHDF) Wave 1: 918 properties completed, and programme complete. SHDF Wave 1 to date is the third best performing fund nationally.</p> <p>SHDF Booster: 824 properties completed; 1157 measures installed.</p> <p>SHDF Wave 2.1: Work has commenced on 280 properties with 172 completed to EPC C rating.</p>



<p>Ensures promoters take account of EDI when developing their programmes and projects. Decision makers will be given the appropriate information to enable them to take these in to consideration when making decisions on project approvals.</p>	<p>The Strategic Portfolio Office team ensures that Equality Impact Assessments are submitted with the business case, resulting in all Combined Authority projects assessing their impact on EDI.</p>
<p>Employers supported to engage with education and training to create a pipeline of talent and encourage the take-up of inclusive recruitment practices.</p>	<p>Successful Education and Skills projects completed:</p> <ul style="list-style-type: none"> • Cumulative Target: 94 • Cumulative Actual: 93 • Performance %: 99% <p>Businesses supported to engage with skills programmes:</p> <ul style="list-style-type: none"> • Cumulative Target: 158 • Cumulative Actual: 278 • Performance %: 176%
<p>Improve the quality of careers advice in schools, with a positive impact on the careers destinations of our most disadvantaged young people.</p>	<p>Schools making progress in the delivery of quality careers education:</p> <ul style="list-style-type: none"> • Cumulative Target: 125 • Cumulative Actual: 123 • Cumulative Performance: 98%

4. Financial Implications

6.1 There are no decisions sought from this paper. The financial implications arise from an update to monitoring information and are set out in full in the body of the report.

5. Legal Implications

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

6. Staffing Implications

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



7. External Consultees

9.1 No external consultations have been undertaken.

8. Recommendations

10.1 That the Committee notes the financial report as set outlined.

10.2 That the Committee notes the performance report as outlined.

10.3 That the Committee notes and endorses the proposed approach for future corporate performance and efficiency monitoring and reporting as set out in the body of this report.

11. Background Documents

There are no background documents referenced in this report.

9. Appendices

Appendix 1 – Business Plan Outcomes Notable Achievements and Risks to Delivery

Appendix 2 – Corporate Plan KPI Notable Achievements and Risks to Delivery

Appendix 3 – Tackling the Climate Emergency Notable Achievements and Risks to Delivery

Appendix 4 – Inclusive Growth Notable Achievements

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Appendix 1 – Business Plan Outcomes Notable Achievements and Risks to Delivery

NOTABLE ACHIEVEMENTS	
OUTCOME	PERFORMANCE
<p>Delivery of Capital Project at Halifax. This is a brand-new bus station and will raise the bar in customer experience and safety for public transport users</p>	<p>Works are progressing to deliver the final phase 4 with a revised completion date of the end of February. Initial survey works of the Sion Chapel have identified works required greater than expected. The opening of the new bus station will not be delayed but the relocation of Transdev into their new office accommodation within the Chapel will have to take place later than programmed. A defects schedule is being prepared for Phase 1-3 and will include 4 to ensure all defects are corrected before the Combined Authority take back full and final ownership.</p>
<p>To develop a rail strategy and pipeline that provides a rail network that enables productivity through connectivity and delivers a 21st century transport network</p>	<p>Garforth has been on site since May 2023 and due for completion April 2024. Menston works will start end of March 2024 for completion end of Feb 2025.</p>
<p>Develop the interface the Mass Transit Programme has with the Integrated Rail Plan (IRP) and associated review of Leeds Station capacity.</p>	<p>Interfaces with IRP revised remit are under development through engagement with Network Rail who are leading on work for DfT. Once interfaces and requirements are understood, they will be added into the re-baselined Integrated Master Schedule and Risk processes, and managed through the interface management processes so they can be controlled and reviewed on a regular basis.</p>
<p>Continue providing practical and impactful support to the creative industries businesses in the region.</p>	<p>Delivery began on all You Can Make It schemes under Culture, Heritage and Sport, from December 2023.</p>
<p>Develop and deliver a cross cutting approach to travel and transport campaigns, leading with an inclusive behaviour change approach to encourage</p>	<ul style="list-style-type: none"> Proactive campaign and communications development for mass transit has been considered and an awareness campaign is due to begin in the spring. Marketing materials (eg

<p>mode change (increase bus patronage, walking and wheeling)</p>	<p>standard toolkit, graphics, visuals), web development and design work, plus proposals for the awareness raising campaign and consultation are all in development.</p> <ul style="list-style-type: none"> • Walk it, ride it, our high impact multi-modal behaviour change campaign has provided a blueprint for major integrated, strategic campaigns. A campaign to direct SMEs to the Growth Service is underway and Directors recently agreed a similar approach for Adult Skills. • Bus reform communications, campaign and consultation content has completed and the team delivered an extensive engagement programme. Scoping for the outcome scenarios is taking place. • A tender to support the evolution of the transport brand is out to market, to start engagement in February. • Integrated transport vision copywriting and creative are in development for rollout in February 2024.
<p>People in West Yorkshire are supported through the cost of living with food, warmth, and mental health and debt advice</p>	<p>An interim evaluation of phase 1 of the project has shown good value for money, and this is informing the design of phase 2. Phase 2 funding letters have now been signed by Districts, with local delivery beginning in the coming weeks.</p>
<p>Evolve the Combined Authority's approach to inclusive consultation and engagement, refreshing the tactics to include digital engagement and more face to face to reach further into our communities.</p>	<ul style="list-style-type: none"> • Proactive planning and development of proposals for mass transit and CRSTS is in place as are publicity guidelines and consultation protocols for CRSTS. The team have supported the Bus Reform Consultation, having organised, managed and delivered 40 events throughout West Yorkshire in the last two months.

	<ul style="list-style-type: none"> • Clarity is now in place for the mass transit consultation - consultants have been commissioned to lead with the team leading on young people, EDI, engagement events, promotion, Your Voice, partners and stakeholders in networks, brand management. • The development of the inclusive engagement approach and work plan has been drafted.
<p>Establish and embed community engagement programmes in order to engage with new audiences, create greater understanding of the work of the Mayor and Combined Authority and to enable those, often with protected characteristics, to be engaged and contribute.</p>	<p>Three Events have been held across the region as part of West Yorkshire Mayor's Question Time. Teams are also supporting the Mayor's Big Climate Chat engagement through local "Community Conversation" events. The team works closely with the Inclusivity Champion in particular on the development of the cross-organisational inclusive engagement strategy which is due to launch later in 2024.</p>
<p>Delivering more social value through the supply chain to benefit the region and support Net Zero ambitions through procurement and contract management activity</p>	<p>Social Value secured is expected to exceed the target. Social Value delivered can now be reported on. Evaluation training for the Commercial team has now been completed. This means the CA commercial team can now do their own evaluations.</p>
<p>The new Local Transport Plan (LTP) will set policy and targets for West Yorkshire focussing on decarbonisation, making West Yorkshire an accessible and inclusive place for all, ensuring West Yorkshire is a healthy and happy place to live.</p>	<ul style="list-style-type: none"> • The case for change and evidence base are being collated. • The Governance for the LTP has been established with the districts central to the development and delivery. • Programme for the phase 1 consultation being finalised.

DELIVERY RISKS	
OUTCOME	PERFORMANCE
<p>Transform the approach to corporate marketing and communications - through a refreshed approach to brand management, colleague communications, market research and events - to ensure increased profile, consistent visual identity and language, to reach more audiences and engage colleagues, partners and stakeholders in more meaningful interactions.</p>	<p>The number of high-profile events in the region is increasing. Convention of the North has had a significant impact on forward planning and delivery. A Senior Events Officer has been appointed and will join in two months. Until then, the Corporate Marketing and Comms Manager is spending significant time on events as is the Head of Service. This remains marked as red as capacity does not meet the necessary resource required for current demands. Reprioritisation has already taken place in other areas of the team to support.</p>
<p>Implement a comprehensive Learning and Development (L&D) offer across the Combined Authority.</p>	<p>Demand continues to be higher than resource available.</p> <p>An L&D policy has been drafted and apprenticeships strategy, workplan updated, work carried out with EDI links documented.</p> <p>Apprenticeships identified a number of issues to be addressed. Emerging leaders' cohort 4 are at application stage.</p> <p>EQIA training has been commissioned and in process of planning for delivery, stakeholder meeting held to inform content.</p> <p>HR advisor supporting L&D leaves end February. A draft business case has been written setting out the requirement for additional L&D resource to support programmes required, talent and succession rollout etc.</p> <p>Successful delivery of a programme for front line staff in transport has been well received by staff.</p>
<p>Management of financial risk which then enables maximum delivery against the Combined Authorities objectives.</p>	<p>Resource has been an issue for counter fraud work with too many investigations for the level of resource available in the team. Additional mitigation is proposed through some training to upskill all the audit team to</p>

	be able to assist with investigations, this training took place on the 17 January 2024.
Protecting the Combined Authority's interests by reviewing and developing the commercial approach , thus enabling projects to be delivered, goals achieved and ensuring benefits are realised, and enable the ability to recycle funding.	Some workstreams in the Commercialisation project have made good progress, though investment vehicles workstream has not yet been established. Delivery of these outputs depends on resource being made available from across the organisation.
Provision of a new physical British Library presence in Leeds , increasing information services and engagement with all sectors of the community: residents, academic, business, research, and scientific communities.	Initial funding agreement signed and claimed. Alternative delivery models are under review. This will cause a further delay to progress but is a positive step to mitigate some existing challenges.
The UK Shared Prosperity Fund aims to improve pride in place and increase life chances across West Yorkshire, investing in communities and place, supporting local business, and people and skills.	<p>Good progress has been made with over 84% of the programme now contracted and in delivery. The Pillar 3 People and Skills Call has now closed, bids are in assessment and outcome due March 2024.</p> <p>Risk remains on the ability to spend Pillar 3 £14m in one year. Options to consider about moving money from one Pillar to another within the Govts rules.</p> <p>Other key risk is that smaller organisations, including VCSE have indicated that there is limited opportunity for them to bid.</p>
Transform the organisation's operating model to be outcome led through delivery of a comprehensive change programme (Evolution Programme).	<p>A restructure of core teams has been completed at a high level, with successive changes required to team structures anticipated.</p> <p>Focus is currently on next tranche of transformation activities, working directly with COO to scope and develop these.</p> <p>Currently no one in post to further this work.</p>
Reposition MCard sales strategy in post pandemic world in order to respond to changing travel habits and increase revenue through increased sales.	Awaiting resolution of Travel Plan Network (TPN) team resourcing. There is possibility that the team will not be in place until Summer 2024. More businesses contacting TPN as they either relocate within West



	Yorkshire or are bringing people into the office more often.
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Appendix 2 – Corporate Plan KPI Notable Achievements and Risks to Delivery

NOTABLE ACHIEVEMENTS	
OUTCOME	PERFORMANCE
<p>Deliver energy efficiency retrofit at 1,600 homes (2,279) by March 2024</p>	<p>Social Housing Decarbonisation Fund (SHDF) Wave 1: 662 properties completed in 22/23, progressing positively to final target of 920 properties by end of December.</p> <p>SHDF Wave 2.1: various stages of work have commenced including surveys and one provider has commenced installation of measures.</p> <p>SHDF Booster: work commenced December 2023 and a total of 858 properties to date have received energy efficiency measures with a final scheme forecast of 1786.</p>
<p>Deliver 85% of MCard sales by mobile app (2023 / 24 target)</p>	<p>Increase in use from 83% to 87% to date with further growth to 89% anticipated.</p> <p>New user interface due to be launched shortly - further journey planner and Real Time Information integration planned by Yorcard.</p>
<p>Complete 10 projects to promote more sustainable transport options, completed in 2023 / 24 period.</p>	<p>West Yorkshire Transport Fund (WYTF) projects completed:</p> <p>A62 Smart Corridor (Kirklees), Dyneley Arms (Leeds).</p> <p>WYTF funded projects to complete 2023 / 24:</p> <p>Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield.</p>

	<p>CRSTS funded projects to complete 2023 / 24: Thirsk Row / King Street Bus Gate/Access.</p> <p>5 TCF funded projects on track to complete by end of March 2024 (Tadcaster Road, Leeds City Bikes, Halifax Bus Station, White Rose Station, Leeds City Centre Cycling).</p>
Commission targeted services to increase community safety and support victims and witnesses of crime, this Mayoral term.	The Mayor has agreed to participate in a 12-month pilot to deliver immediate justice for anti-social behaviour funded with £1m from the Department of Levelling-up and Communities/Home Office, effective from July 2023.
Put the safety of women and girls at the heart of the Police and Crime Plan this Mayoral term.	The Mayor has agreed to establish a dedicated Women's Safety Unit in West Yorkshire as a 12-month pilot, working with Baroness Louise Casey. This is a collaboration between the Violence Reduction Partnership, Policing and Crime Team and West Yorkshire Police to support the delivery of the Strategic Policing Requirement relating to Violence against Women and Girls (VAWG) and the Mayor's Police and Crime Plan.
Advice and training from 20 creative mentees (by Summer 23)	<p>20 mentees supported. The Mentoring scheme, Next Level, supported individuals/mentees working in mid-level roles in TV production and Games looking to progress to a more senior position in the industry. Screen Yorkshire delivered this in partnership with Game Republic.</p> <p>Phase 2, 'Next Level' ran to May 2023 and mentees each got a career action plan, a minimum number of hours of support delivered to them and this included training sessions, seminars and workshops to help them develop key skills as well as networking and industry specific events.</p>
30 creative businesses to be provided with export support (in 2023 / 24 period).	Export Labs was delivered to 29 businesses (one business dropped out) from the wider creative industries including TV, Games, Arts



	<p>and Culture and included a blended, bespoke and intensive export programme to help them generate income revenues from the highly profitable export markets and assist them with exporting their content internationally. A final progress report was delivered in May 2023 when the programme came to an end and this evaluated the KPI's on the scheme, including; delivering an export action plan for each participant business; targeted meetings with buyers/publishers/distributors for each participant business; in-market focused activities including MIPCOM, 'Meet the TV Distributors' market hall event and Gamescom.</p>
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DELIVERY RISKS	
OUTCOME	PERFORMANCE
<p>5,000 affordable and sustainable homes delivered over the course of the Mayoral term.</p>	<p>The housing pledge has been subject to significant strain owed largely to inflationary pressures and regulatory changes over the last two years impacting the housing sector. These pressures are outside of the Combined Authority’s control yet have a direct impact on the corporate objective to empower communities, towns and cities. Across West Yorkshire, more affordable homes have been built in the last two years than any other two year period since the financial crisis. Last year alone more affordable homes were completed than any single year since 2010, representing almost 25% of all housing completions in West Yorkshire.</p> <p>Projects approved to date and funded through the Brownfield Housing Fund, include 1400+ affordable homes.</p>
<p>Deliver 111 zero emission buses and charging at 3 bus depots this year.</p>	<p>The Combined Authority will not deliver all ZEBs in 2023 / 24 - r 57 ZEBs will be delivered via First Bus at Bramley Depot.</p> <p>The team have an approved time extension from DfT for the 47 ZEBS being delivered via Arriva and also a time extension for 15 of the 32 ZEBs being delivered via Transdev. The team are looking to reallocate the remaining 17 ZEBs that Transdev can now no longer deliver to potentially deliver via an alternative operator in 2024 / 25.</p> <p>the overall number of ZEBs in the programme has increased to 136, but delays mean these will be delivered over 2023 / 24 and 2024 / 25).</p> <p>Charging infrastructure will be delivered at First Bramley Depot in 2023 / 24, with charging infrastructure delivered at Arriva’s</p>



	Barnsley Road Depot and TDV Keighley Depot in 2024 / 25.
International trade portal to achieve 1,000 hits per month.	The trade portal is in the final stages of development. Technical issues are ongoing and being looked at by colleagues in marketing, digital, and ICT alongside external delivery partners.

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Appendix 3 – Tackling the Climate Emergency Notable Achievements and Risks to Delivery

NOTABLE ACHIEVEMENTS	
OUTCOME	PERFORMANCE
Through current and new programmes, support digital and creative skills (including through screen skills programme) and the creation of green jobs to deliver the ambitions of the Digital Skills Plan and Green Jobs Taskforce.	<p>Pledged jobs – 1074</p> <p>Pledged jobs now created – 365</p> <p>Progressed into green jobs through Skills Connect – 38</p>
Reduction in carbon and energy emissions from Combined Authority facilities.	<p>Bus Station Solar is now at practical completion with snagging and handover currently being undertaken. The scheme has completed three months ahead of programme.</p> <p>Works delivered have undergone value engineering to provide a greater solar coverage. Savings to the total delivery profile have allowed for additional panels at Pontefract.</p>
Ensure the highway network is well maintained and supports safe roads, active travel, public transport journey reliability and improved customer experience.	Three Strategic Outline Cases approved at Combined Authority: CRSTS Asset Management and CRSTS Safe Roads, CRSTS Network Management.

DELIVERY RISKS	
OUTCOME	PERFORMANCE
Homes, businesses and communities better protected against flood risk, through implementation of a catchment level approach to flood risk management, whilst also delivering carbon sequestration and biodiversity benefits.	It is taking longer than expected to scope the detail of the Natural Flood Management schemes with partners and there are operational challenges to delivery of some of them. However, approval has been given for three projects to date, two of which will commence in this financial year. The Capital Flood Infrastructure programme was an addition to the business plan in year, and the first three business cases and £5.645 million of Single Investment Fund were approved by the Climate, Energy and Environment Committee in February
By March 2024 to have put in place a plan and started producing a Corporate Environmental Sustainability Strategy. This is to ensure that the Combined Authority leads by example by ensuring it is delivering on its role to support the Region's Climate and Environment Plan. To include possible formation of an Environmental Staff Group.	While initial market testing for advisor carried out, no applications were received so the approach is being re-considered and a further update will be provided soon.
Accelerate renewal of our bus fleet utilising zero emission vehicles and continue towards transport decarbonisation in West Yorkshire.	The Combined Authority will not deliver all Zero Emission Buses (ZEBs) in 2023 / 24 and are currently uncertain around delivery of Arriva's 47 ZEBs that require a Department for Transport time extension on the grant and 17 Zero Emission Buses.
Deliver new systems to manage bus data and assets that is future proof.	A third of subsystems are to be procured through a contract variation, while the other two thirds will be progressed through a tender process to ensure best value for public money. A project manager appointment is in progress after a delay, and the project funding may be insufficient.

Appendix 4 – Inclusive Growth Notable Achievements

NOTABLE ACHIEVEMENTS	
OUTCOME	PERFORMANCE
<p>West Yorkshire Innovation Support Programme. The programme will result in the region being regarded as an example for inclusive innovation as evidenced by higher levels of investment in R&D and innovation activity by 100 of our SMEs, 40 SMEs forming long-term working relationships with the knowledge base and a subsequent increase in new products and processes, closer and more productive collaboration between the private, public and third sectors on solving societal and environmental issues via innovation-led interventions, and increased contribution to GVA</p>	<p>West Yorkshire Innovation Festival 2023 was successfully delivered in November. West Yorkshire Innovation Network (WYIN) reset meeting took place as part of this and will inform re-shaping of WYIN, subject to resources. Grant schemes to launch early 2024 following staffing challenges.</p>
<p>Targeted business support offer, leading to economic growth and innovation resulting in good jobs.</p>	<p>Shared Prosperity Fund awards have been made and project delivery is underway, work to align support is being undertaken. Investment Zones proposals currently at an advanced stage. Moving towards Gateway 5 (interventions).</p>
<p>Made Smarter Yorkshire - 100 SME manufacturers in WY build resilience, grow and reduce energy consumption through the adoption of Industry 4.0 advanced digital technologies. WY is positioned as a leading region for its digital strengths and skillset. The CA is regarded by BEIS as a trusted and high-performing delivery partner</p>	<p>Third party advisory support through the programme has been in place since Jan/Feb 2023, provided by Oxford Innovations, and has greatly strengthened the pipeline of eligible enquiries and applications we have received. 12 applications approved 01/04/24 totalling £208,671, of which 3 are from WY based businesses. 4 payments made totalling £75,401, including one to a WY based business for £20,000.</p>
<p>West Yorkshire SME Investment Fund - 4 SMEs in West Yorkshire access substantial investment finance to boost growth, create jobs (circa 40 committed) and reduce emissions. The access to finance offer in the</p>	<p>Two investments from the fund so far, with a total investment of £4.1m. Three jobs created, and 15 jobs safeguarded. Value of Private sector match funding £.8.8m</p>



<p>region is strengthened with an additional option available to both end-users and co-investors.</p>	
<p>Work more effectively with the private finance sector to increase commercial investment into SMEs (including social enterprises) across West Yorkshire. This will improve the level of sound financial management and investment readiness within the business base, and strengthen the region's access to finance marketplace, including through the attraction of new and innovative business funders.</p>	<p>Five events already taken place.</p>
<p>Rural Development Fund - capital grants of up to £50k for rural SMEs to diversify and improve productivity.</p>	<p>Nine applications received, four approved (total value £140,029), three payments totalling £44,130 made.</p>
<p>Support people of all ages to understand the career opportunities available to them in West Yorkshire.</p>	<p>FutureGoals website views: Cumulative Target: 1,875,000 views. Cumulative Actual: 3,828,768 views. Cumulative Performance: 204%</p>
<p>Develop the interface between the Mass Transit Programme (route development), key strategic sites and place-based opportunities around Mass Transit</p>	<p>District Partners entering into collaboration agreements to support in the development, coordination and identification of opportunities to develop Mass Transit. Land Support Partner is working on an ongoing basis, desktop land referencing to certain routes and potential depot locations and developing key land strategies. Engaged in re-baselining of Integrated Master Schedule.</p>
<p>More creative content made in West Yorkshire is shown around the world, in turn raising the international profile of WY. Existing content is re-sold into overseas markets maximising its re-sale value WY businesses become more accustomed at making content for international markets. Leverage diversity of the region by producing</p>	<p>All KPI's exceeded or achieved:</p> <p>KPI 1 – Target of 20 businesses supported. This was exceeded and 26 businesses were supported.</p> <p>KPI 2 - Deliver 80 hours of intensive training and 100 hours of additional support to each participating business. - Achieved 74* delivery hours and 103 support hours</p>



content which is relevant to international audiences.

(*delivery hours were reduced due to impact of Covid-19).

KPI 3 - employment increase within the Participant Businesses, the target was 10-15 jobs created in each cohort. This was exceeded - TV – 84, Games - 16.

KPI 4 – increase turnover in Participating Businesses by an average of £150k per company across the cohorts.

Achieved:

- TV – up to 200k*,
- Games – £150k+*. (Average based on submitted surveys – will update with full cohort in next report).

KPI 5 - number of Participant Businesses supported to achieve new commissions or bring new products to market – 5-10 in each cohort. Achieved - TV – 6 companies, Games – 3 companies.

KPI 6 – 2 new distribution deals secured within 12 months (TV cohort only). Exceeded target and secured 3.

KPI 7 – secure £1.5m of external investment across the cohorts. This includes equity investment, and project investment for games. These investment deals are still under negotiation. This target was exceeded - £2m in negotiation. (Maximum based on submitted surveys – will update with full cohort in next report).

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Report to:	Finance, Resources, and Corporate Committee
Date:	7 March 2024
Subject:	Workforce - HR Management Information
Director:	Alan Reiss, Chief Operating Officer
Author:	Alan Cale, HR Data, Systems & Establishment Specialist

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:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1 To provide an update on data relating to the Combined Authority's workforce and to highlight areas of good performance, points to note and areas of risk.

2. Information

HR Management Information

- 2.1 The attached HR Management Information (MI) report at **Appendix 1** provides detail and analysis concerning employee sickness, turnover and workforce stability measures, the EDI profile of the organisation and information relating to the fulfilment of vacancies. This report reflects Quarter 3 (Q3) 2023/24, October to December 2023, which is the latest report available at time of publication¹. This document is produced for internal management purposes and shared with the Committee each quarter for ongoing oversight of performance. This follows a more detailed report about workforce development and diversity which was presented to the January meeting of the Committee.

¹ It should be noted that the data source for this report remains the legacy HR Information System Carval as the transition to the replacement system CiA was in the middle of this reporting period and dual input into Carval and CiA continued until the end of December.

- 2.2 The report builds upon the MI provided for Q1 and Q2 and is now beginning to provide an indication of trends in performance. It is anticipated that this will be built upon for subsequent quarters for a year-on-year comparison.
- 2.3 Time lost to sickness increased during the quarter and is now similar in comparison to figures seen regionally and in the wider local government sector. The increase in short term absences could be a reflection of winter flu season, an increase in reporting (due to publicity around the importance of this data in the CiA transition) or both. The move to CiA as a data source will enable reporting of absence reason, which should help clarify the reasons behind the increase.
- 2.4 Staff turnover and stability rates continue to be broadly positive. Overall, the Combined Authority is able to retain its experienced staff. However low rates of turnover do have some associated challenges, for example it limits the pace at which we can improve the diversity of our workforce overall, to ensure it is representative of the population of West Yorkshire.
- 2.5 Our staff profile in relation to EDI measures continues to show signs of improvement, with notable steps towards being more representative seen in staff recruited in the past 12 months. There is still more work to do to ensure this is reflected across all teams and levels of the organisation, and a particular need to increase ethnic diversity at more senior grades. Further information was provided to the Committee at its January meeting including the gender and ethnicity pay gap reports.
- 2.6 Recruitment activity was lower than in previous quarters, a reflection in the pause in recruitment undertaken during the CiA transition and this is expected to increase in Q4 to meet agreed organisational priorities. Overall time to recruit increased slightly. In terms of vacancy fulfilment there is a 50/50 split between external recruitment and existing internal resources fulfilling the need. This is positive, as it means that the organisation is both bringing in new talent and supporting internal development and promotion.
- 2.7 A more comprehensive report about the Combined Authority's plans for workforce development was received by the Committee at its January meeting.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

- 5.1 The Combined Authority is committed to becoming an employer of choice and a leader in EDI. The ongoing monitoring of EDI measures is fundamental to ensure we are making progress towards our ambitions.



6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

8.1 This report summarises the current performance to enable HR to inform workforce planning and the recruitment strategy for the Combined Authority.

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the information provided is considered and noted.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Management Information – WYCA – Q3 2324 FINAL EXT

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45

Workforce Management Information – Q3 23/24

October to December 2023

Agenda Item 6
Appendix 1

Introduction

This Management Information is intended as a status update of current performance against a number of Human Resources related measures, summarised for the whole organisation with a breakdown by directorate where appropriate, the inclusion of Q1 and Q2 data is now building a picture of trends in performance.

A directorate specific version of this Management Information will be provided each quarter, with a greater level of directorate specific analysis included.



Contents

Sickness Absence

- Total time lost during quarter due to sickness
- Instances of long-term sickness (more than 4 weeks) and breaches of attendance standards (as per attendance management policy)

Turnover and Stability

47

- Percentage of staff to leave due to resignation in past 12 months
- Staff in post on last date of quarter with at least 12 months service

Equality, Diversity and Inclusion

- Age, Ethnicity, Sexual Orientation and Disability profiles for all staff in comparison to starters in the past 12 months

Recruitment and Onboarding

- Timelines to recruit to roles – from initial role approval to start date

Summary of Findings

Areas of good performance

Staff stability has continued to improve since Q2

Staff joining in the past 12 months have a similar ethnicity profile to the wider working age population of West Yorkshire

Areas of note

⁴
Patterns of recruitment sources between internal and external candidates have continued

Areas of concern

Sickness absence recorded increased in the quarter, with more staff experiencing absences

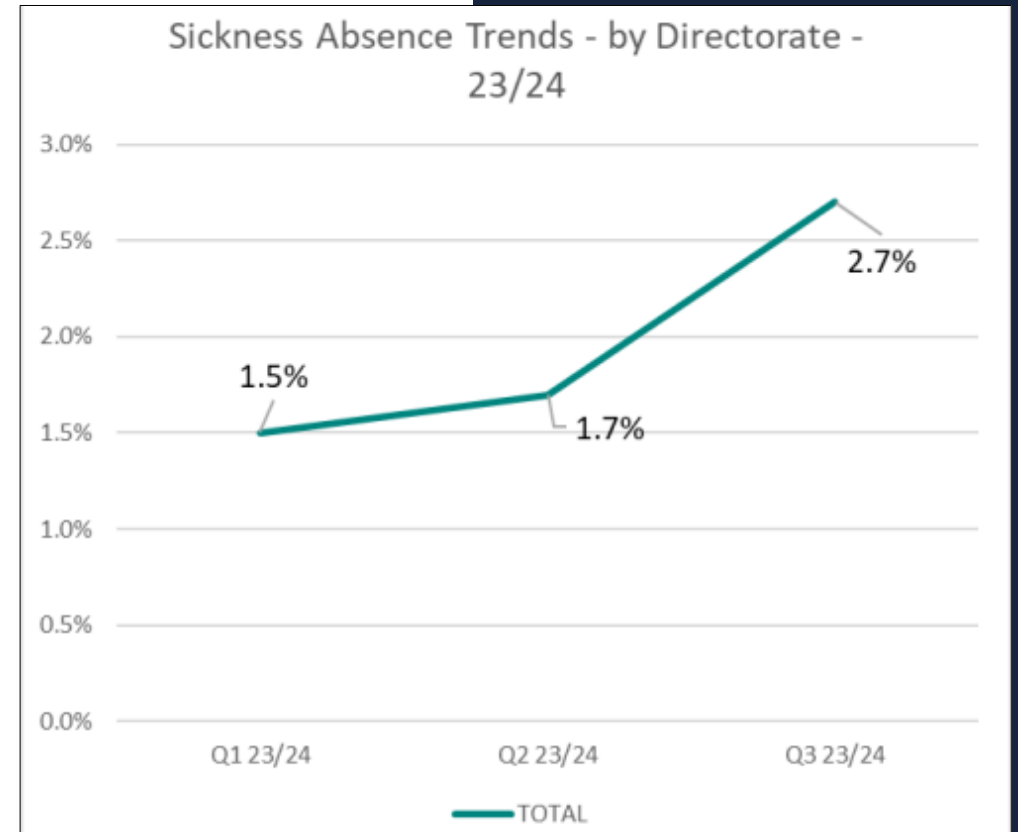
Organisation by Directorate - Headcount

49

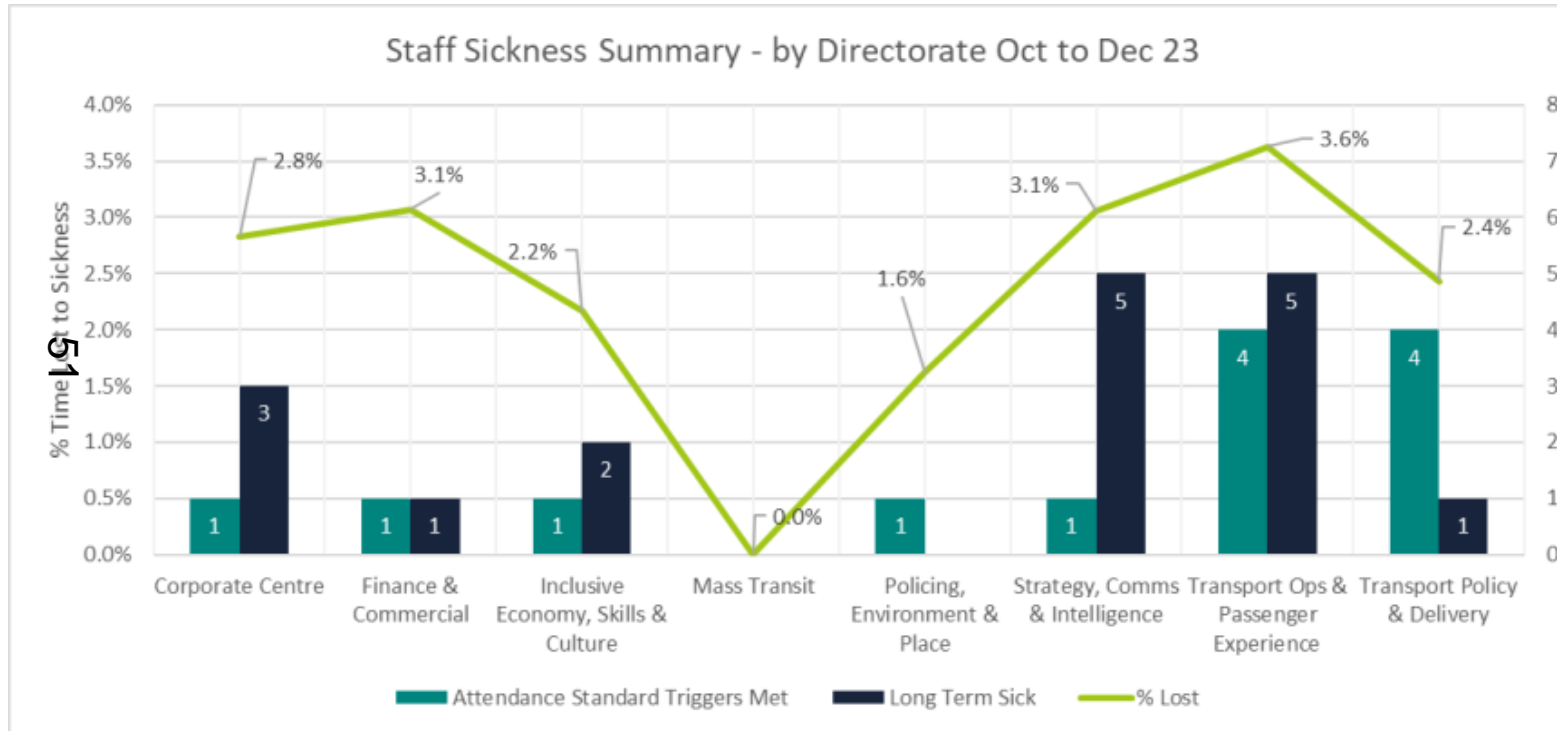
Directorate	Headcount
Corporate Centre	110
Finance & Commercial	33
Inclusive Economy, Skills & Culture	129
Mass Transit	7
Policing, Environment & Place	80
Strategy, Comms & Intelligence	146
Transport Ops & Passenger Experience	205
Transport Policy & Delivery	123
TOTAL	833

Sickness Absence - Summary

- Sickness absence was 2.7% of available hours during the quarter, an increase on the previous quarter of 1%
- This is similar to the Yorkshire and Humber average of 2.6%, but still below the local government sector average of 3.6%*
- Many more employees had some sickness absence in the quarter – 213 in Q3 compared to 138 in Q2. This will be closely monitored to clarify if this is an increase in absence, an increase in recording, or a combination of both



Sickness Absence – Q3 23-24



Sickness absence triggers as per the Absence Management Policy:

3 or more occurrences of sickness absence in any 6-month period; or

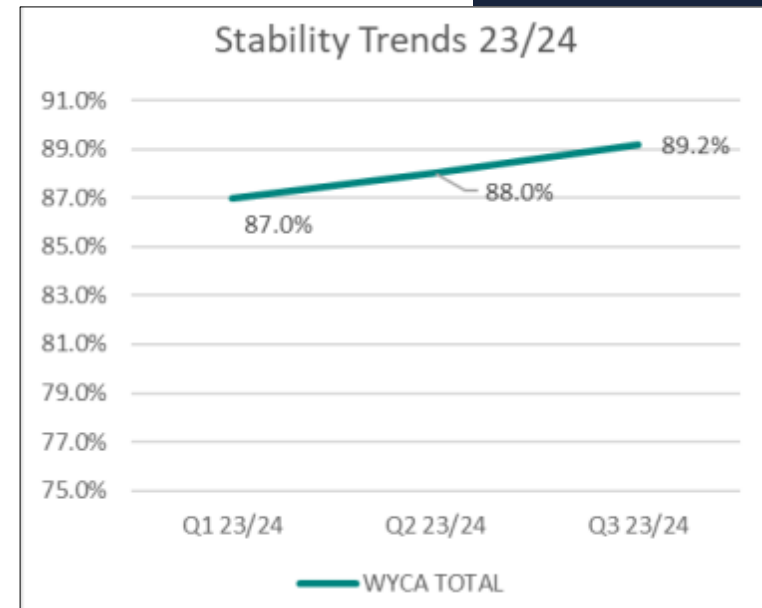
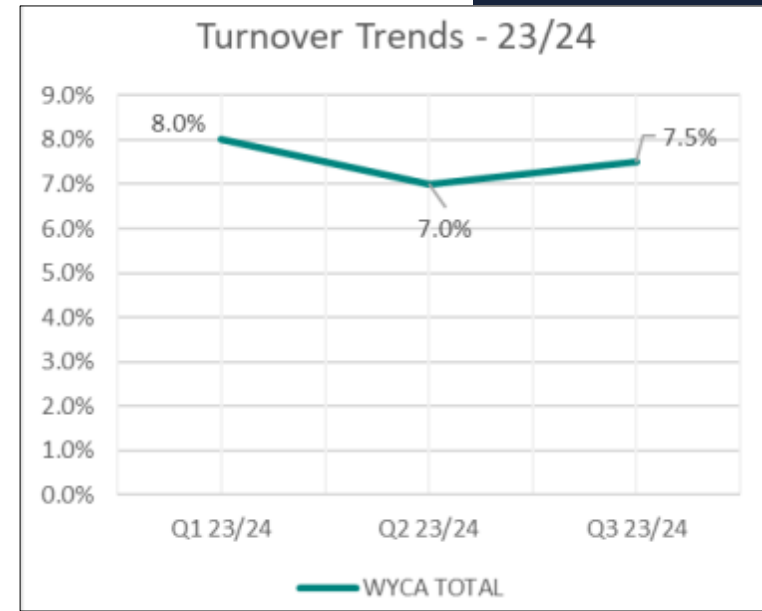
▪ 7 or more working days in any 12-month period; or

▪ 4 weeks continuous sickness absence (long term sickness absence)

The % time lost to sickness is higher than Q2 and instances of 4 weeks continuous absence have also increased since Q2.

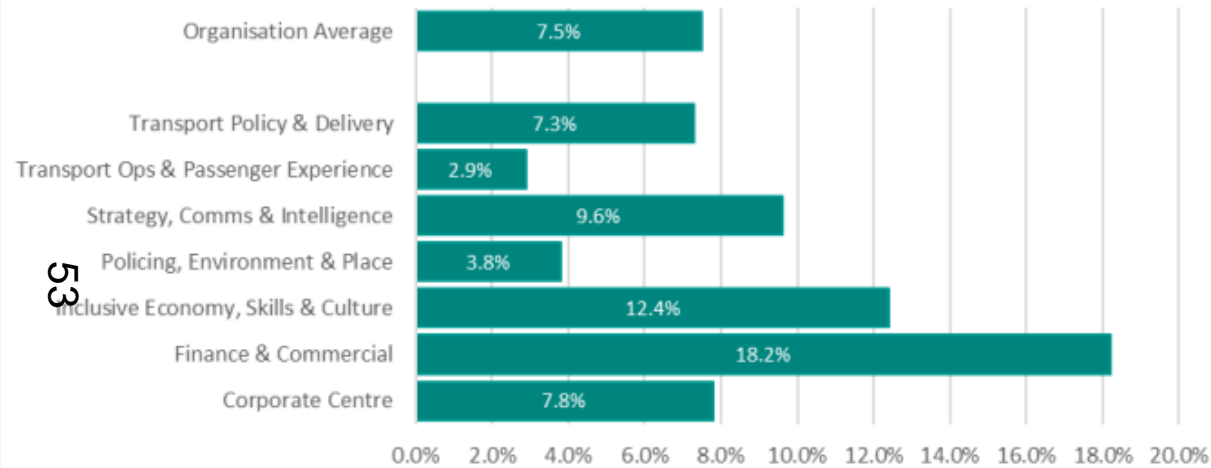
Turnover and Stability - Summary

- Staff Turnover is a reflection of the percentage of people that have left their role voluntarily during the previous 12 months, the overall figure of 7.5% is low, less than 1 in 10 staff leaving during the year. This is a marginal increase of 0.5% since last quarter.
- 52 Whilst turnover is low, the majority of leavers are experienced staff. 77% of leavers had at least a year's service.
- Outside of voluntary resignations around 2% turnover was seen due to other causes, for example redeployment or retirement
- This results in a high rate of stability, 89.2% of people with the organisation a year ago are still with us today. This is an improvement of 1.2% since last quarter.

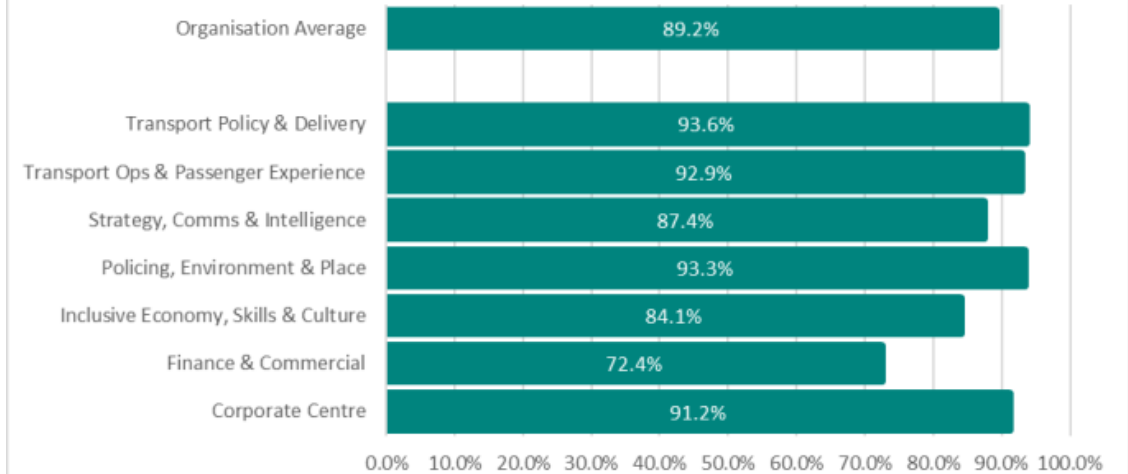


Staff Turnover and Stability

Directorate Turnover - Dec 22 to Dec 23



Directorate Stability - Dec 22 to Dec 23



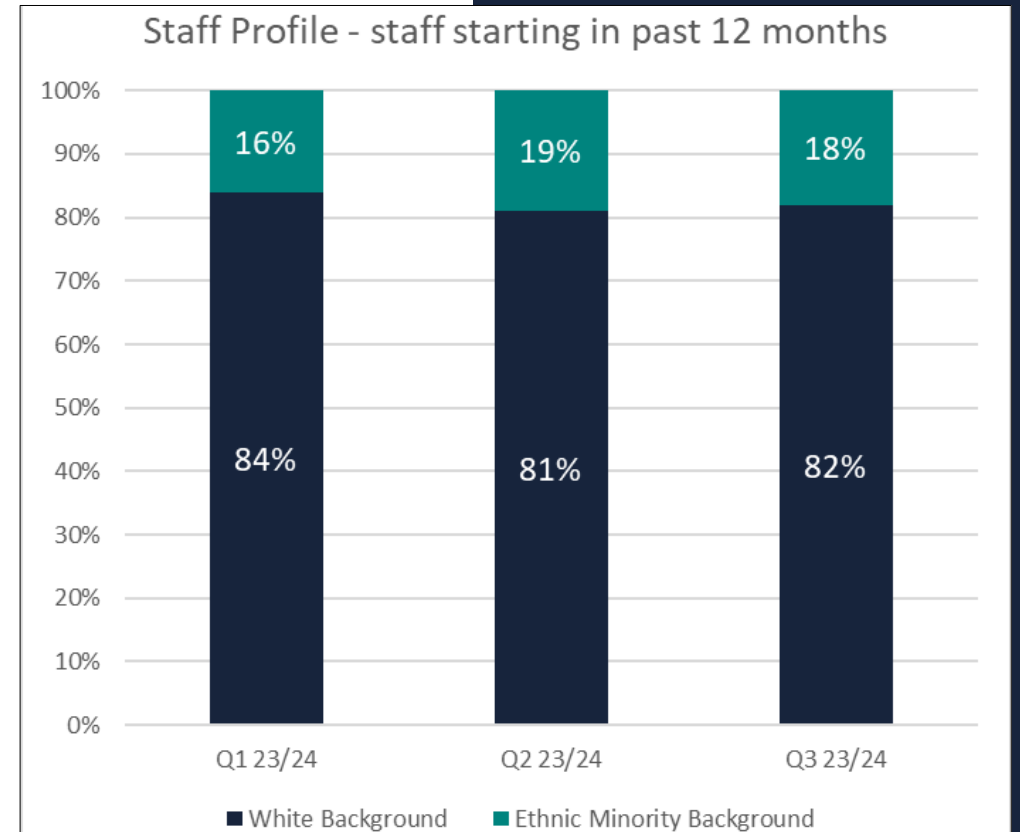
Mass Transit is excluded from this analysis due to team size

- At a directorate level most teams are experiencing a good level of stability, Finance & Commercial are below the average, but this measure has improved since Q2
- Notes on turnover:
 - i. Inclusive Economy, Skills & Culture: influenced by turnover at management level in the Trade & Investment Team
 - ii. Finance & Commercial: departures concentrated around more senior roles

Equality, Diversity and Inclusion - Summary

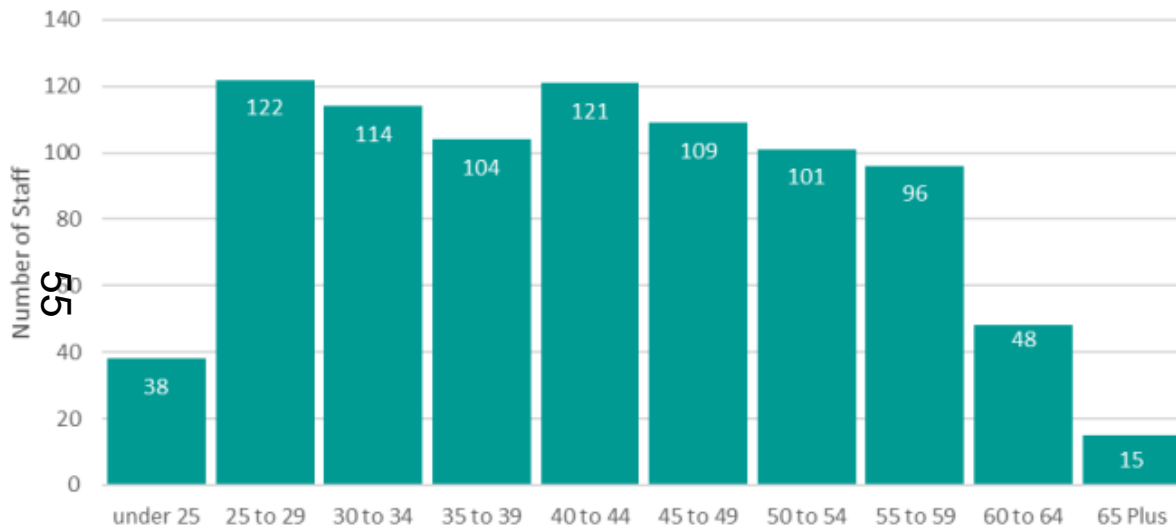
- The trends previously identified in Q1 & Q2 of recent starters being more reflective of the wider population of West Yorkshire have slowed in Q3 for characteristics other than gender, however positive progress is still noted
- Recruitment in the past 12 months has seen an increase in people under 30 joining the organization (38% of all recruits) – this is a consistent theme since Q1

54

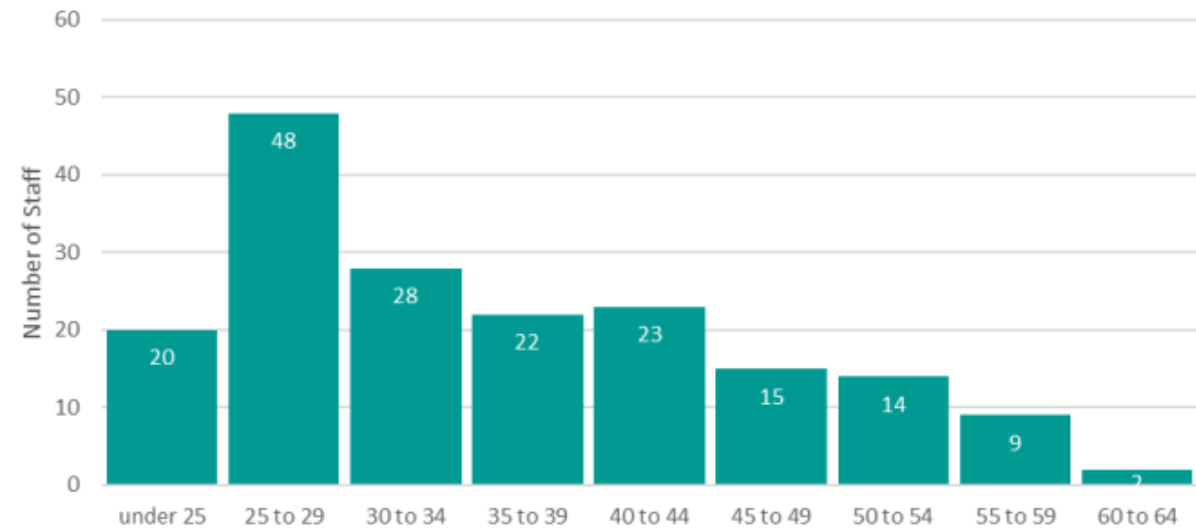


Staff Profile by Age

Age Profile - All Staff - December 2023

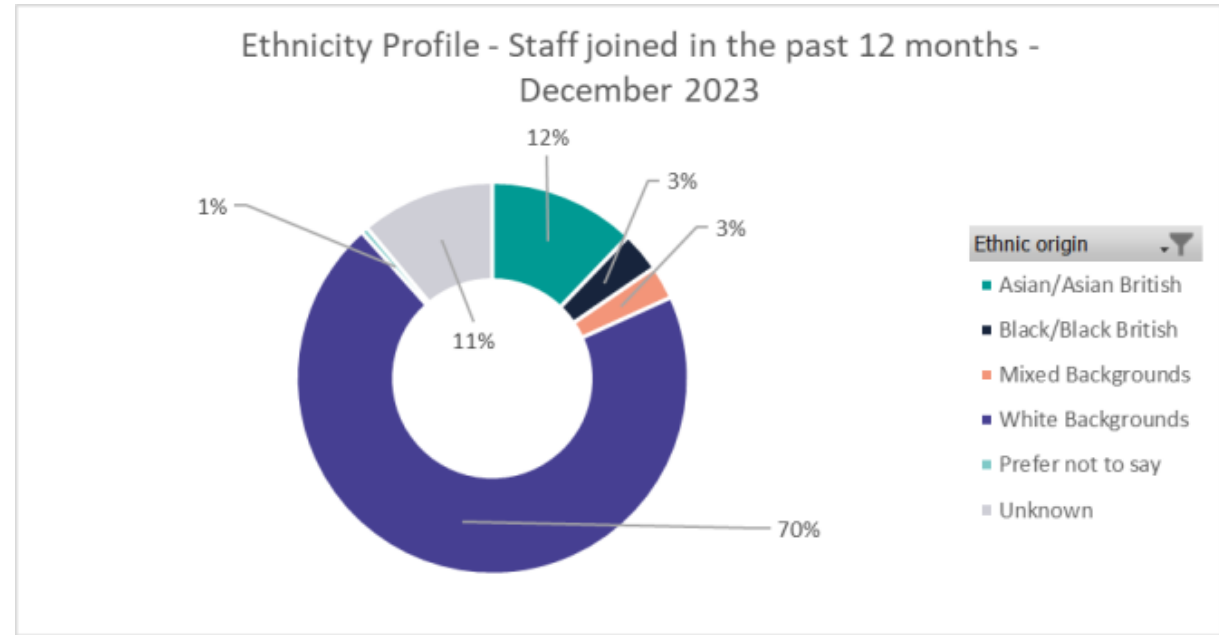
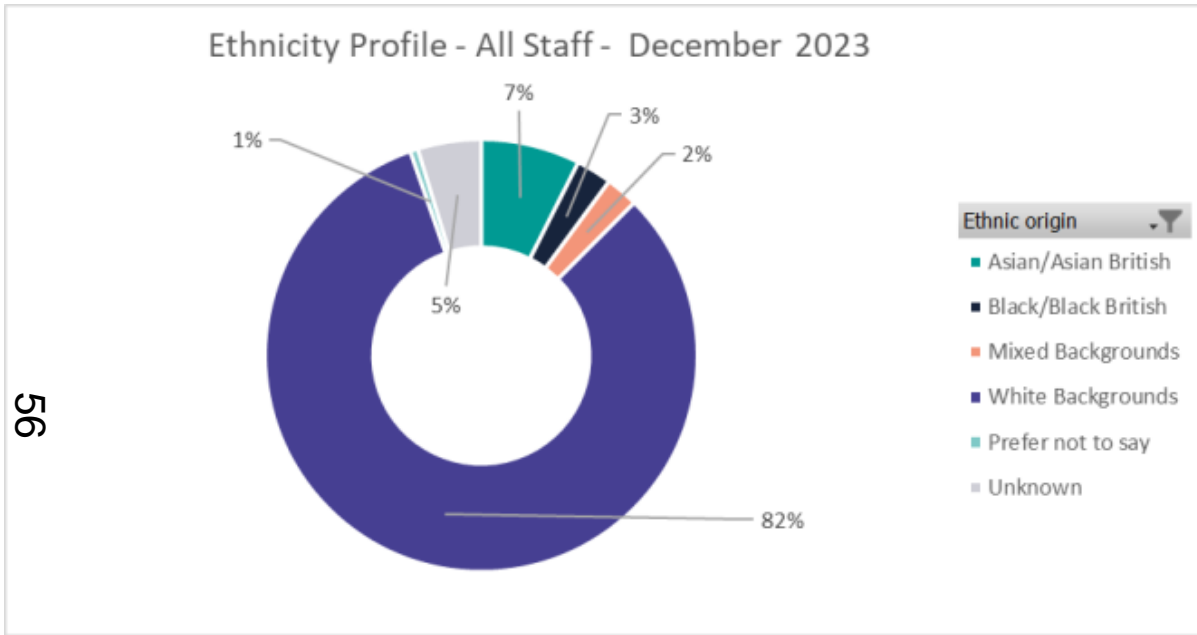


Age Profile - Staff joined in the past 12 months - December 2023



- There is a balanced distribution of staff in 5 year age groups from 25 up to 59
- Recruitment in the past 12 months has seen an increase in people under 30 joining the organization (38% of all recruits) – this is consistent with data since Q1

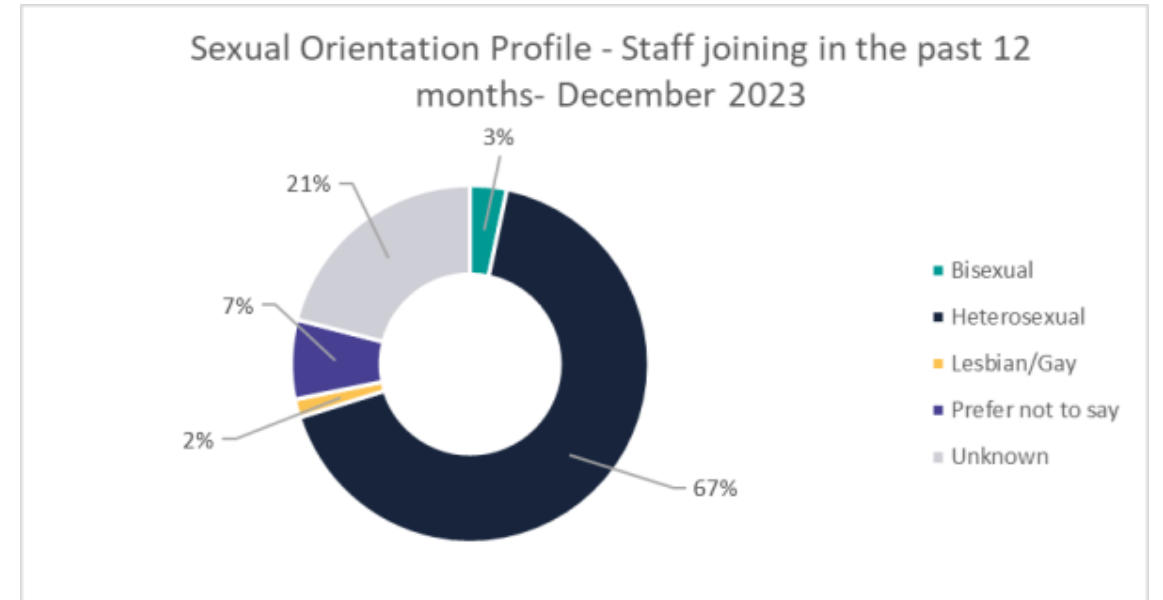
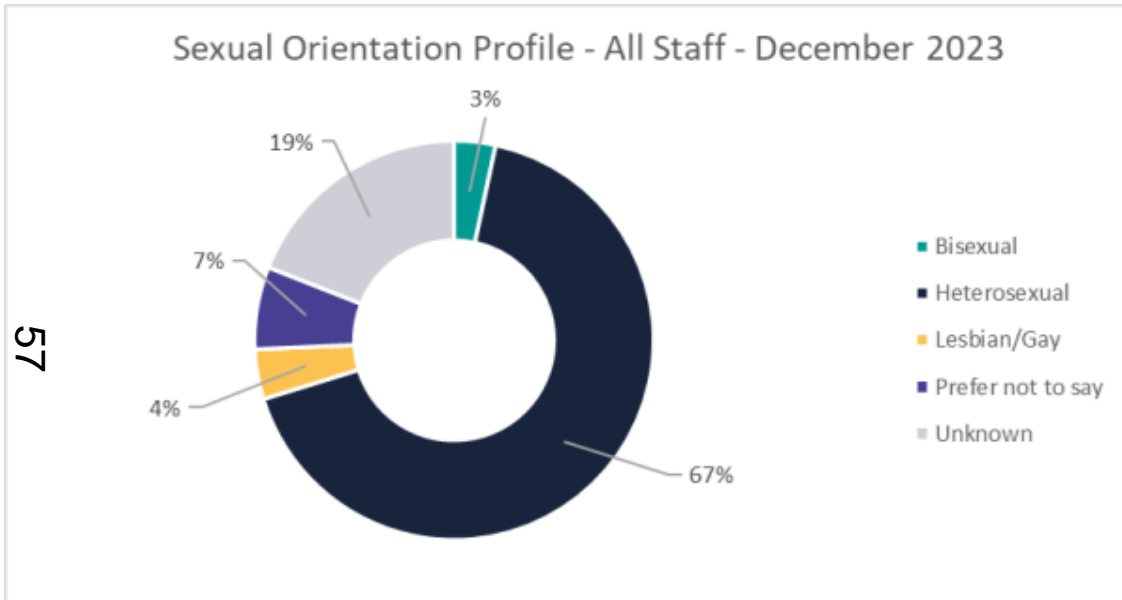
Staff Profile by Ethnicity



- 18% of staff joining in the past 12 months are from an ethnic minority background – a 1% reduction since Q2; this is similar to the percentage of working age adults from an ethnic minority group in West Yorkshire (19%)* and higher than the broader staff profile of 12%.

*<https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf>

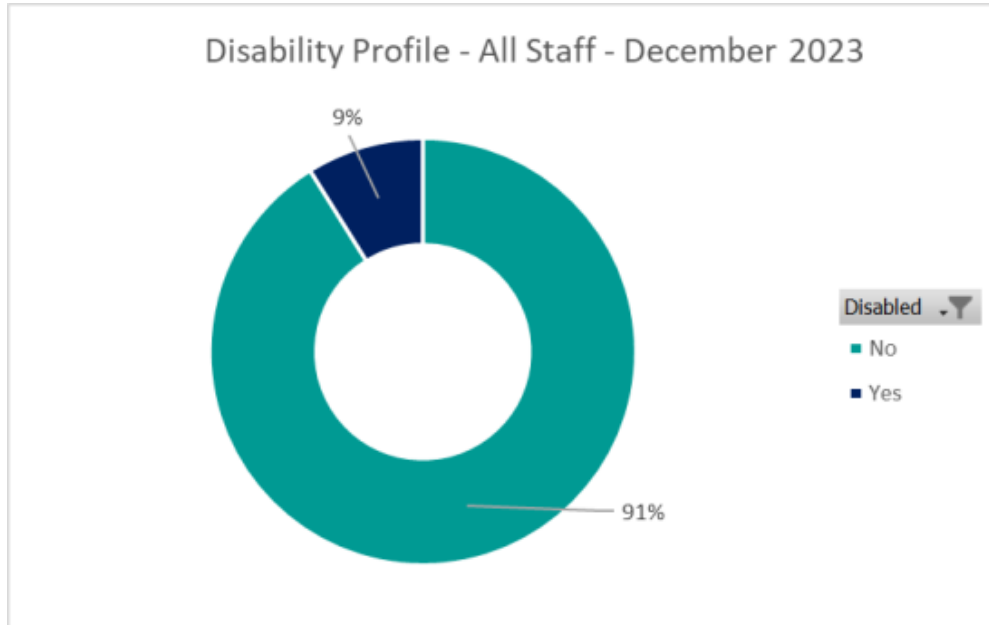
Staff Profile by Sexual Orientation



- The reduction in recently joined staff recording information about their sexual orientation is unexpected and not consistent with Q1 or Q2, it is hoped this data quality and completeness will improve with the migration to CiA for Q4 reporting.

Staff Profile by Disability

58

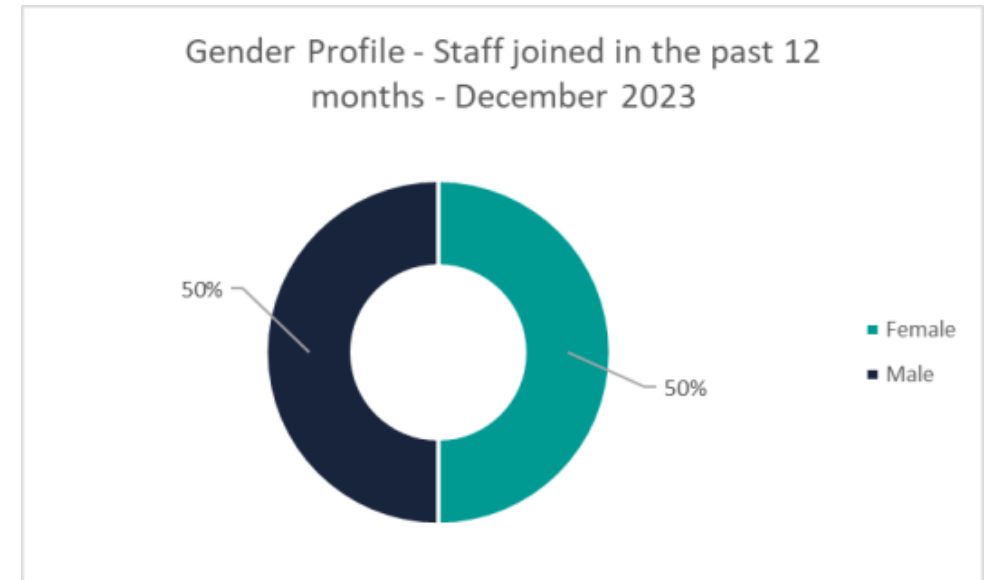
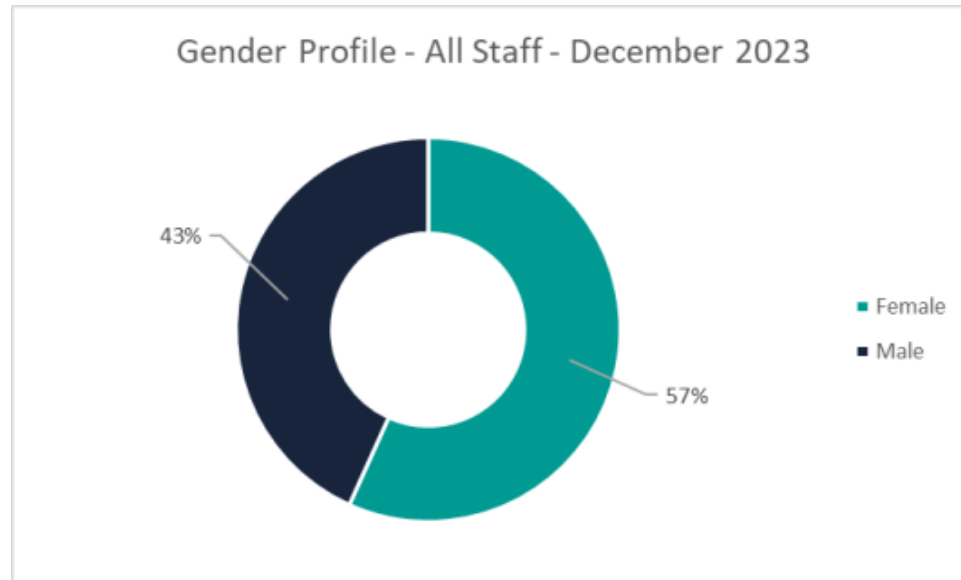


- Only 1 member of staff that joined in Q3 recorded a disability.
- This is less than the wider figure for working age adults in West Yorkshire, of 24%*

*<https://www.westyorks-ca.gov.uk/media/9625/state-of-the-region-2022-edi-report.pdf>

Staff Profile by Gender

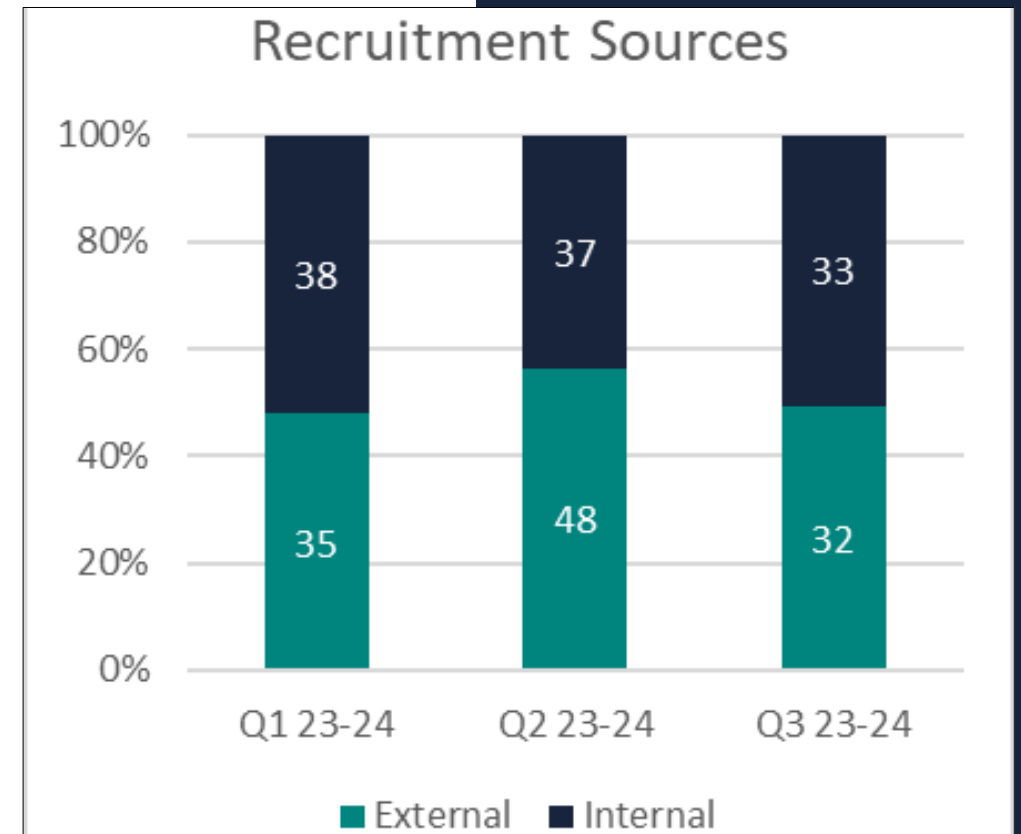
59



- The previous 12 months has seen more progress towards a more representative staff profile for gender, accelerating the trend from Q1 and Q2.

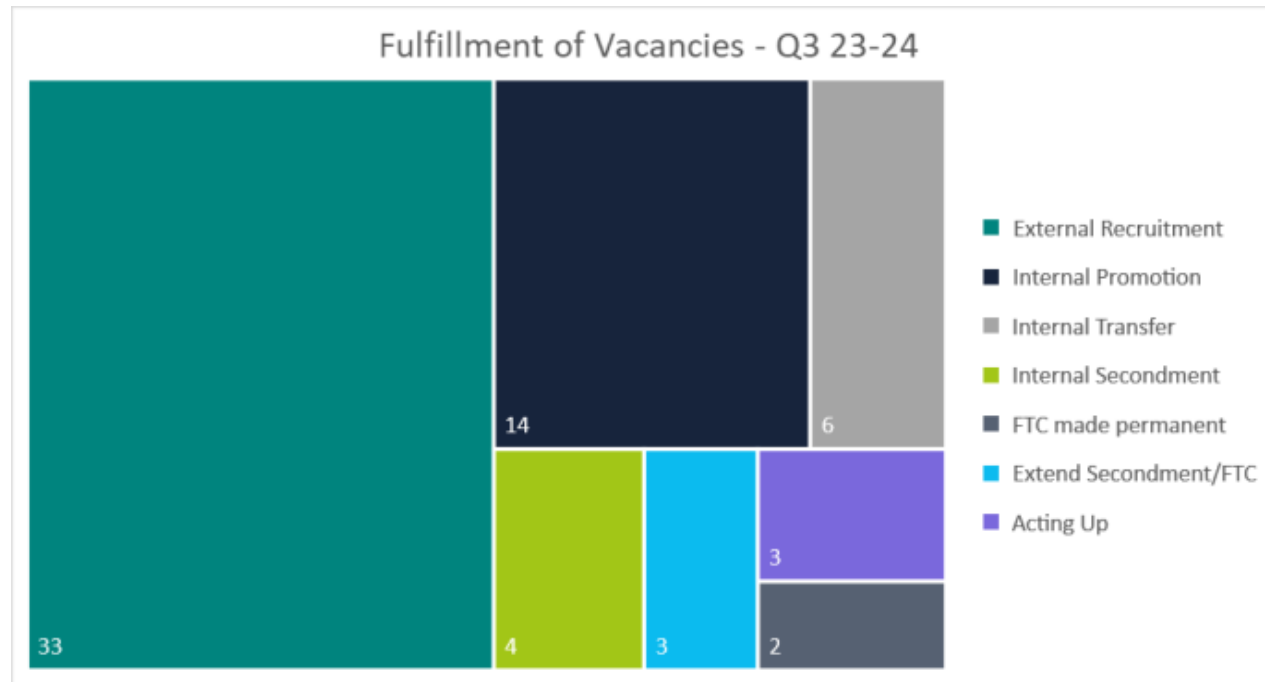
Recruitment and Onboarding - Summary

- 65 roles were fulfilled during the quarter; 33 new external starters and 32 internal changes, whose commencement date was between October and December 2023.
- This is an overall reduction from Q2, due to the pause in recruitment around the transition to CiA.
- The average time to recruit increased slightly to 177 days from 169 – this was driven by a significant number of long recruitment periods.



Recruitment and Onboarding – Q3 23-24

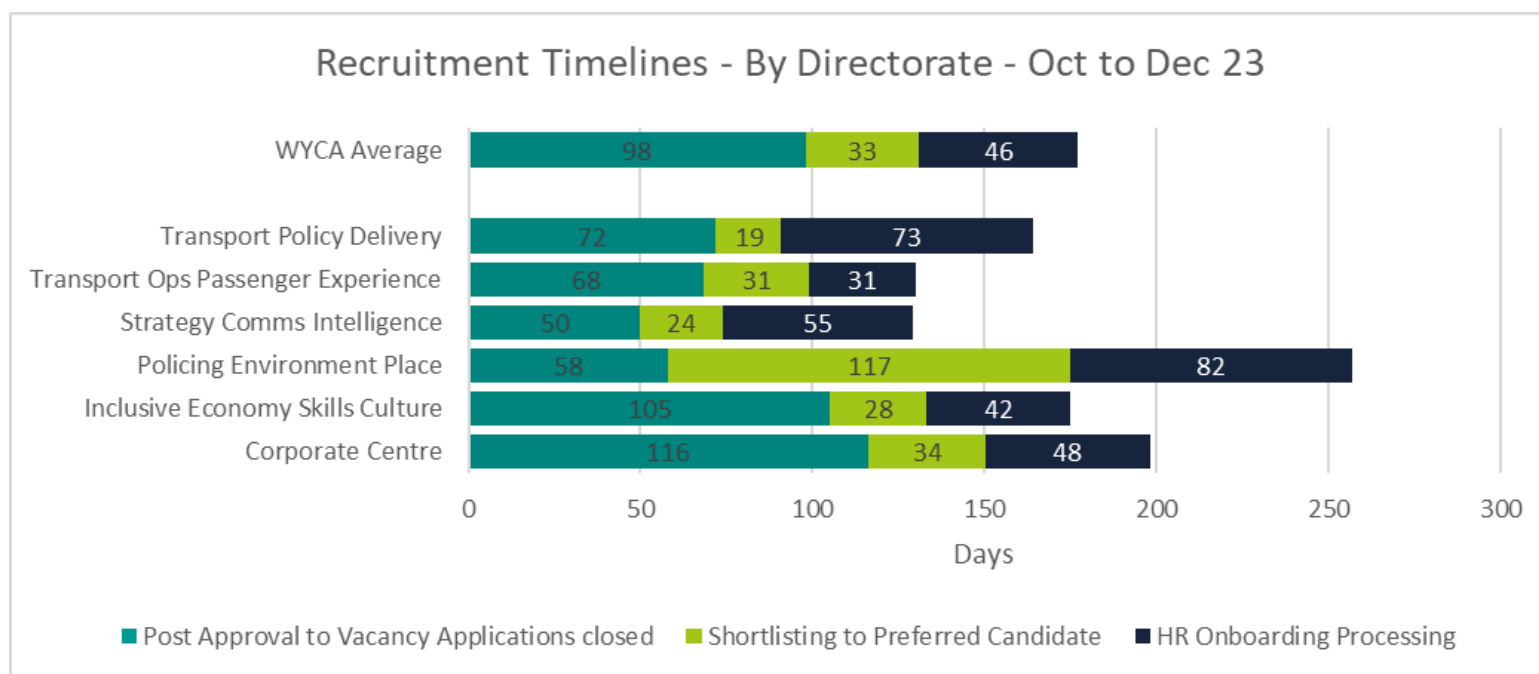
61



- 49% of vacancies fulfilled during the quarter were using existing internal resources – 32 of 65. The remaining 33 were met through external recruitment.

Recruitment and Onboarding – External – Q3 23-24

62



- The quarter saw a reduction in external recruitment (from 48 in Q2 to 33 in Q3)
- The average time to recruit increased slightly to 177 days from 169 – this was driven by a significant number of long recruitment periods coming to a close – 11 periods exceeded 200 days.
- The extended timelines for Policing, Environment & Place relate to 1 role only rather than a wider trend



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63

Thank you

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Report to:	Finance, Resources and Corporate Committee
Date:	7 March 2024
Subject:	Integrated Corporate Systems
Director:	Alan Reiss, Chief Operating Officer
Author:	Bill Cookson, ICT Project Manager

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:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1. To provide the Committee with an update on the Combined Authority project to implement Integrated Corporate Systems (ICS), including Finance, HR, and Payroll.

2. Information

Progress of the ICS Project

- 2.1. The Integrated Corporate Systems project was initiated to replace legacy and end-of-life HR, Finance and Payroll systems with one single integrated system. CiAnywhere was chosen as the system solution, and TechnologyOne who supply the product, were appointed lead implementation partner following the conclusion of an open procurement exercise in 2020. Work has been progressing with TechnologyOne developing and configuring the CiAnywhere product to the West Yorkshire Combined Authority's requirements.
- 2.2. CiAnywhere (abbreviated to CiA) stands for Connected Intelligence Anywhere. The name is derived from it being a cloud-based system. It provides a modern system

underpinned by workflows that provides effective and efficient processes and implements a high degree of self-service for all employees.

- 2.3. A key aim of the project is to have a completely integrated system, providing gains in efficiency, productivity, and quality of information. The new finance part of the system will aid multi-year budget and business planning, enabling the Combined Authority to plan budgets more effectively over future years, related to the delivery of outcomes. The HR and payroll parts of the system will resolve past issues of duplication of records, creating a single version of the truth with better accessibility of employee data. This will provide better and more accurate data to aid decision making. Recruitment will be conducted using CiA, which will enable a much more seamless process from vacancy creation through to employee induction. And a Talent and Succession module will aid learning and development, performance management, and progression.
- 2.4. Since the last report to the committee in March 2023, the Combined Authority has worked closely with the consultants at TechnologyOne to configure the CiAnywhere system to meet the needs of the Combined Authority. The guiding principle has been to 'adopt rather than adapt' as much as possible, refreshing our business processes to make full use of the efficiencies the system provides. Our previous ways of working were very much limited by the older disjointed systems.
- 2.5. Following the completion of the testing phase, data migration was completed to ensure the latest and most correct data was taken from the legacy systems and was set up correctly in the new system ahead of launch. During the deployment stage the project team also completed a campaign of staff briefings and engagement to raise awareness of CiAnywhere and the upcoming changes and new ways of working. A comprehensive suite of learning and support materials has been developed and shared with all staff in the form of an intranet learning hub, with guides and recordings of new business processes.
- 2.6. A CiAnywhere Network has been established within the Combined Authority to support with communications and direct colleagues to useful information and communications posted to the intranet page. Change champions within the CiAnywhere change network have been supporting communications to teams and have helped with unique questions and suggestions coming from different departments. Training sessions have been held with teams both in person and online, with sessions recorded for later reference and a focussed support and training plan is being developed for the go live period.
- 2.7. CiAnywhere underwent a 'soft launch' to a smaller group at the beginning of November 2023 and to the whole organisation on the 13 November 2023. The launch covered all of the finance module, payroll and parts of the HR module. The launch was a success, with more than 700 members of staff using the system within its first weeks and providing positive feedback in engagement sessions. Since launch there has been a period of 'hypercare' where there is priority support provided by TechnologyOne and support by the project team internally to resolve any teething issues. There have been

no major problems, and any minor issues arising were reviewed promptly and quickly addressed.

- 2.8. Further elements of the HR system were deployed from 2 January 2024. This includes booking of annual leave and a new recruitment process. CiA enables the recruitment process to be led by a manager, with the vacancy feeding directly from the organisation structure and the candidate experience from application to interview to appointment to onboarding being handled seamlessly.
- 2.9. A transition to business-as-usual arrangements is underway with the formal project handover scheduled for the end of February. Handover workshops are taking place between the consultancy team of TechnologyOne and their support teams, and with the project team at the Combined Authority. A steering group across Finance, HR, Payroll, and ICT Services to support continual CiAnywhere management and improvement has been established, chaired by the Director of Finance and Commercial Services, to complete phase 2 of delivery and to continue the future development of the product.

Future development and Benefits Realisation

- 2.10. TechnologyOne are committed to further developing the CiAnywhere system regularly and will issue bi-annual releases to bring new functionality and improvements. It is expected that the members of the project team will have assimilated the skills during the project to maintain the system going forward and to make controlled changes post go live to ensure the system can continue to be used efficiently and evolve with the organisation.
- 2.11. As part of the project closedown a closure report will be produced which will include a benefits realisation assessment. This is expected to be in two parts, with an immediate assessment at the point of project closure and a follow up later in 2024 to enable a measured assessment to be undertaken.
- 2.12. The Finance service will benefit by having tighter controls, reduced data entry, fewer dependencies on third party products and stronger version control with less scope for error. The chart of accounts production will be simpler and more consistent.
- 2.13. The HR service will be faster for all members of staff with a reduced need to handle activities by email with a greater self-service element. Reporting will be more detailed and for the first time there will be integration with payroll. There will also be an improved process for recruitment by tracking vacancies, and a single system for hiring and on/off boarding.
- 2.14. By bringing together Finance, Payroll and HR in a software as a service application, there will be numerous benefits by utilising a modern system with more availability, flexibility and regular feature improvements. The focus on shifting low level transactions away from specialist teams to individual staff members means that employees will be

more informed and empowered, and specialist teams will be freed up to focus on providing professional services. A brief summary of anticipated area benefits are listed below:

➤ **Flexible working capability**

Staff are enabled to access CiAnywhere from any location with an internet connection through a cloud-hosted application enabling greater flexibility and further supporting the organisation's agile working approach. The systems are expected to offer greater access to staff via mobile apps which will improve the digital exclusion for some staff who do not have access to corporate PCs or laptops.

➤ **The right tools for the job**

Staff have now been provided with a modern Finance, HR system, Payroll and Purchasing system which is powered by workflows that better support the business processes and offer self-service opportunities for both staff and managers.

➤ **Greater efficiencies**

CiAnywhere should reduce the current duplication of key records and further reduce the use of staff time, manual processes, paper and printing to reconcile differences across several systems.

➤ **Greater controls**

One organisational establishment for all employees on our payroll which will have controls with regards to how posts are created and how employees are added into posts. This will now feed across the HR, payroll and finance data to provide one version of the truth so identification of the proportion of the establishment filled, vacant posts, duplicate costs etc is easier.

➤ **Improved reporting**

Management information will be consolidated and based on the 'one version of the truth' which is timely, accurate and accessed across a range of formats leading to better reporting, management information, KPIs and business planning decisions.

➤ **Ease of maintenance**

We have replaced four legacy systems with one new system. This will be easier to maintain and will do away with a number of periphery subsystems which will be retired along with any required interfaces (such as AchieveForms for recruitment).

➤ **Future proof**

CiAnywhere replaces the legacy systems which were end of life and is actively being developed. This should be 'future proofed' and be easily expandable for future organisational growth. The supplier has committed to two major software releases every year and this is expected to unlock further opportunities for efficiencies to the organisation.

- 2.15. Over the next year, the use of CiA will be extended further when its assets module is used to manage information currently in two standalone systems. Transport assets (bus stops and shelters) are stored within “CoSA” (Combined Services & Assets) a large outdated system which has been operating for over 20 years and is in the process of being decommissioned. CiA will also be used to hold property data as well as ad hoc asset information stored in office documents. Bringing these asset records into CiA brings a number of benefits, including full integration with the organisation’s purchasing and finance system and better reporting.
- 2.16. The Talent and Succession module will be implemented in the first half of 2024, supporting workforce planning, progression, and development.
- 2.17. The next steps on CI Anywhere and how it will be used in the next stages of organisational transformation will be set out in the Combined Authority’s Corporate Plan 2024-25, to be published in June.

3. Tackling the Climate Emergency Implications

- 3.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

4. Inclusive Growth Implications

- 4.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

5. Equality and Diversity Implications

- 5.1. The HR module will enable more detailed information on protected characteristics to be defined and reported on, and provide staff access to record these.

6. Financial Implications

- 6.1. The approved budget for the project is £1.72 million, and the project is forecasting to come in within this figure.

7. Legal Implications

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

8. Staffing Implications

- 8.1. There are no staffing implications directly arising from this report but noting that the project has provided a much-improved system to manage HR matters.

9. External Consultees

9.1. No external consultations have been undertaken.

10. Recommendations

10.1. That the Finance, Resources and Corporate Committee notes the progress on the implementation of CiAnywhere.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.

Report to:	Finance, Resources & Corporate Committee
Date:	7 March 2024
Subject:	Review of Chief Executive Salary
Director:	Alan Reiss, Chief Operating Officer
Author:	Alan Reiss, Chief Operating Officer

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:	
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this report

- 1.1 To consider the recommendations of the Independent Remuneration Panel (IRP or Panel) appointed to review the salary of the Chief Executive of the Combined Authority.
- 1.2 To review and determine the salary for the role of Chief Executive (Head of Paid Service) and the date of implementation of any changes to it.

2. Information

Background

- 2.1 The West Yorkshire Combined Authority (the Combined Authority) was established under the West Yorkshire Combined Authority Order 2014 (the 2014 Order) to exercise transport functions previously exercised by the West Yorkshire Integrated Transport Authority and its Passenger Transport Executive, alongside economic development, and regeneration functions.
- 2.2 The role of Head of Paid Service was originally undertaken by the Chief Executive of Kirklees Council under a secondment arrangement and in 2015 the Authority took the decision to establish and recruit to the post of Managing Director to hold the role of Head

of Paid Service going forwards. The current Chief Executive was appointed as Managing Director in February 2016. Since then, the Combined Authority has evolved and grown significantly. On 11 March 2020, the Constituent Councils and the Combined Authority agreed a “minded to” devolution deal with HM Government. The devolution deal was subject to adopting the model of a directly elected mayor (Mayor) in West Yorkshire; that is, becoming a mayoral combined authority (MCA).

- 2.3 Further to agreeing the deal, the Combined Authority and Constituent Councils followed relevant statutory procedures to adopt the model of a directly elected mayor, and secure changes to the constitutional arrangements set out in the 2014 Order and the additional functions set out in the deal. Consequently, the West Yorkshire Combined Authority (Election of Mayor and Functions) Order (the 2021 Order) was made.
- 2.4 Pursuant to section 4 of the Local Government and Housing Act 1989, the Combined Authority is required to designate one of its officers as the Head of Paid Service and to provide that officer with the staff, accommodation, and other resources to allow their duties to be performed. The Chief Executive (formerly Managing Director) has been designated as the Combined Authority’s Head of Paid Service.
- 2.5 As with local authorities, the individual salary level for a Chief Executive of a Combined Authority is set entirely at local level. The power to set the Chief Executive’s salary derives from the Combined Authority’s general and incidental powers under section 113A of the Local Democracy, Economic Development and Construction Act 2009. The Chief Executive’s salary is published in the annual statement of accounts in accordance with the requirements of the Accounts and Audit (England) Regulations 2011.
- 2.6 Since being established in 2014, the Combined Authority has changed and evolved as its remit has expanded, and structural and capacity changes have been considered and approved as additional responsibilities and funding have emerged. An organisational change programme was entered into in 2016/17 and further detail of the organisation’s more recent evolution is set out in a report to the Combined Authority of 23 June 2022 (a link to the report is provided in background documents at the end of this report).
- 2.7 In headline terms, in 2016/17 the Authority had a funding stream of £270M, with four corporate priorities, four directorates and staffing numbers of circa 450 employees. By 2023/24 that had increased to a funding stream of £622M, increased scope of activity and reach as set out in seven corporate priorities, seven directorates and staffing numbers of circa 850 employees to deliver on these priorities.
- 2.8 More broadly, the changes within the organisation, which have been led by the Chief Executive, include:
 - Securing a Mayoral devolution deal with Government, resulting in an election for a Mayor of West Yorkshire in May 2021. This fundamentally changed the nature of the organisation to one which is of significantly higher profile, with an officer body

responsible for supporting the Mayor and Combined Authority on a wider range of functions, including Police and Crime Commissioner functions and other mayoral powers.

- The election of a mayor meant that for the first time the organisation was responsible for supporting a directly elected politician, which resulted in a step change in the nature of the work and responsibility of the Chief Executive.
- Growth of the capital programme, largely as a result of securing additional transport investment from Government. This includes nearly £1bn between the City Region Sustainable Transport Settlement and the Bus Service Improvement Plan. Combined with the Transforming Cities Fund, Active Travel Funds, and other investments, from 2024-25 the Combined Authority will be investing around £450M a year of capital into the region's transport system.
- Growth in areas of responsibility, leading to increases in staffing capacity to deliver new functions. These include the successful transfer in of the Police and Crime Commissioner functions and staff teams, the Adult Education Budget, and growth in capacity for climate change, housing, and business support.
- Responsibility for delivering a Mass Transit system for West Yorkshire and the potential for reform to the bus market.

Appointment of the Chief Executive (former Managing Director)

- 2.9 The Chief Executive was appointed as Managing Director on 1 February 2016. The role of Chief Executive was implemented following a piece of work that was commissioned to review the organisational design and operating model of the Combined Authority in early 2022. This work was carried out by Deloitte. As a result, changes were implemented to the staffing structure of the senior management tier of the Combined Authority, including the Managing Director. The outcome of these changes was that the Managing Director was appointed to the revised role of Chief Executive with effect from 26 July 2022 following a management of change process and consultation being undertaken.
- 2.10 The change in role title was approved by the Combined Authority on 23 June 2022, but this was not accompanied by a review of remuneration for the role at that time, nor was a revised contract issued.
- 2.11 When the Chief Executive was appointed as Managing Director in February 2016, a spot salary was set at £150,000. Since then, it has increased only in line with the annual cost-of-living adjustments, and now stands at £180,514.

- 2.12 Since 2016, the organisation has evolved, changed, and grown significantly as outlined above. This change and growth have been overseen and led by the Chief Executive.

Review of Terms and Conditions and Pay Scales

- 2.13 In April 2023 the Combined Authority successfully negotiated a collective agreement with the recognised Trade Union, Unison, which approved, endorsed, and incorporated the implementation of new terms and conditions of employment including new pay scales. Revised contracts of employment have been issued to all staff. A contract has not yet been issued to the Chief Executive.
- 2.14 As part of the consultation process, it was agreed that the revised pay scales be implemented ahead of the terms and conditions. The revised pay scales were implemented from 1 October 2023.
- 2.15 Prior to the implementation of the revised pay scales an independent audit was carried out by the auditing organisation BDO. A report was produced by them to share back their independent findings of the pay evaluation exercise undertaken. This report highlighted that an assessment had been made of possible impact on the Chief Executive pay should the same theory and formula be applied. This led to the Chief Operating Officer determining the process for a review of the salary of the Chief Executive.

Independent Remuneration Panel

- 2.16 Provision for a review of remuneration of the Chief Executive is set out in the contract of employment, however the contract does not include any mechanism or trigger for such a review and no review has been undertaken since the issue of the contract in 2016.
- 2.17 The Combined Authority is permitted to determine the Chief Executive's salary without any reference to external input, with the power to do so arising from the Combined Authority's general and incidental powers under section 113A of the Local Democracy, Economic Development and Construction Act 2009. However, on this occasion it was decided by the Chief Operating Officer in consultation with the Elected Mayor to convene the Combined Authority's Independent Remuneration Panel (IRP) to carry out a review of the Chief Executive's salary. The IRP has a statutory remit regarding the remuneration of the Elected Mayor and Deputy Mayor of the Combined Authority.
- 2.18 The IRP was reconvened in a non-statutory context to provide an external independent means of providing advice to the Combined Authority on the salary of the Chief Executive. The Authority has taken a similar approach in the past by convening the IRP to look at the remuneration of co-opted Members to the Combined Authority's Transport Committee, which was a non-statutory review, so there is precedent in this regard as well as following good practice.

2.19 The IRP was commissioned to carry out an independent review of the Chief Executive salary and make recommendations as to the appropriate level of salary and the date from which it should be implemented. The IRP were provided with a brief which included detailed background information in relation to the evolution of the Combined Authority and as a result the role of Chief Executive. The IRP were requested to take the following factors into account when reviewing the Chief Executive salary

- The current role profile and expectations of the role, including the levels of accountability, as compared to the previous role profile.
- Comparable roles elsewhere.
- The salary levels for those Combined Authority staff below Chief Executive level including the narrowing of pay differentials.

Recommendations of the Independent Remuneration Panel.

2.20 The recommendations of the Panel can be found at Appendix 1 - "Review of the salary of the Chief Executive of West Yorkshire Combined Authority". In summary the recommendations are:

1. That the salary of the Combined Authority Chief Executive is set at £193,000 (Appendix 1 paragraph 28 refers)
2. That the proposed remuneration (£193,000) for the Chief Executive of the Combined Authority is implemented from 1st October 2023 (Appendix 1 paragraph 31 refers)

2.21 The Finance, Resources, and Corporate Committee are requested to consider these recommendations.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

5.1 The Combined Authority is committed to becoming an employer of choice and a leader in EDI (Equity, Diversity, and Inclusion). The role of the Chief Executive is key in leading this commitment.

6. Financial Implications

6.1 The cost of implementing the recommendations of the IRP is an additional full year cost of £16,367 which will be included in future staffing budgets. The part year cost for 2023/24 will be met from vacancy savings in year.

7. Legal Implications

7.1 There are no legal implications arising from this report.

8. Staffing Implications

8.1 The staffing implications are outlined in the main body of this report, as summarised at paragraph 1 above.

9. External Consultees

9.1 An Independent Remuneration Panel (IRP) was commissioned to carry out a review of the salary of the Chief Executive and make recommendations. Details of this process are contained in paragraphs 2.16 to 2.19 above and in the IRP report at Appendix 1.

10. Recommendations

10.1 That following consideration of the report of the Independent Remuneration Panel and its recommendations (namely that the salary of the Combined Authority Chief Executive is set at £193,000 and is implemented from 1st October 2023), the Finance, Resources and Corporate Committee determines whether any revision is to be made to the remuneration for the role of Chief Executive of the Combined Authority and if so the date of implementation of any change.

10.2 That the Finance, Resources and Corporate Committee approves that the Chief Executive should continue to receive the annual cost of living revisions to salary and allowances as agreed for all Combined Authority staff through negotiations with the Passenger Transport Forum (PTF).

11. Background Documents

Report to the Combined Authority of 23 June 2022 - [Item 21 - Organisational Evolution.pdf \(moderngov.co.uk\)](#)

12. Appendices

Appendix 1 – Report produced by the Independent Remuneration Panel (IRP) “Review of the salary of the Chief Executive of West Yorkshire Combined Authority”.

**A Review of the
Salary
For the
Chief Executive
Of the
West Yorkshire
Combined Authority**

A Report

By the

Independent Remuneration Panel

**Dr Declan L. G. Hall (Chair)
Carolyn Lord
Ian Brown**

December 2023 (Amended 05.03.23)

Executive Summary

The IRP recommends that the salary of the Chief Executive of the Combined Authority is reset at £193,000

The IRP further recommends that the proposed salary (£193,000) for the Chief Executive of the Combined Authority is implemented from the 1st October 2023.

**REVIEW OF THE SALARY
OF THE
CHIEF EXECUTIVE
OF THE
WEST YORKSHIRE COMBINED AUTHORITY
BY THE
INDEPENDENT REMUNERATION PANEL
DECEMBER 2023**

Introduction - Context

1. This report contains the recommendations of the Independent Remuneration Panel (IRP or Panel) appointed to review the salary of the Chief Executive of the West Yorkshire Combined Authority (Combined Authority).
2. This review has been prompted by a couple of developments. First the salary of the Chief Executive has not been reviewed since it was set in 2015 and in the context of the transition of the Combined Authority to a Mayoral model of governance, which has recast the combined authority's governance arrangements. Secondly, all other job grades were reevaluated in October 2023 and it was felt equitable that the Chief Executive's salary should also be reviewed to reflect the developing roles and functions of the Combined Authority.

The Regulatory Context

3. The Combined Authority is permitted to determine the Chief Executive's salary without any reference to an external input, with the power to do so arising from the Combined Authority's general and incidental powers under section 113A of the Local Democracy, Economic Development and Construction Act 2009. Provision for a review of remuneration of the Chief Executive is set out in the contract of employment, however the contract does not include any mechanism

or trigger for such a review and no review has been undertaken since the issue of the contract in 2016 when a spot salary of £150,000 was set for the then Managing Director. Through annual cost of living increases the current salary of the Chief Executive is now £180,514. This includes the annual cost of living pay award from 1st April 2023 of 3.88%.

4. As a consequence of the evolution of the organisation and the role of the Chief Executive, it was decided by the Chief Operating Officer in consultation with the Elected Mayor to convene the Combined Authority's Independent Remuneration Panel (IRP) to carry out the review. The IRP has a statutory remit regarding the remuneration of the Elected Mayor and Deputy Mayor of the Combined Authority. It was reconvened on this occasion in a non-statutory context to provide an external independent means of providing advice to the Combined Authority on the salary of the Chief Executive. The Authority has taken a similar approach in the past by reconvening the IRP to look at the remuneration of co-opted Members to the Combined Authority Transport Committee, which was a non-statutory review, so there is precedent in this regard as well as following good practice.

The IRP

5. The Combined Authority reconvened its IRP consisting of the following Members:
 - Dr Declan Hall (Chair):
 6. Chair of the Calderdale IRP (and formerly WYITA IRP), previously an academic at the Institute of Local Government, University of Birmingham and currently an independent consultant specialising in Members allowances. Also Chairs IRP for GMCA and SYMCA.
 - Carolyn Lord:

Former member of Leeds IRP (and formerly WYITA IRP), Independent Person for Combined Authority (and predecessor authorities) Partner in Clarions Solicitors, specialising in town and country planning and related areas of public law, Chair of the Board of Leeds Conservatoire, member of the Luminare Education Group Board and trustee of Yorkshire Sculpture Park.
 - Ian Brown:¹

Independent Person for Combined Authority (and predecessor authorities), Member of Kirklees IRP and former Chair of Wakefield IRP, an accountant by profession and worked long term for Yorkshire Water
7. The Review was supported and serviced throughout by the following Officer:
 - Angie Shearon, Committee & Governance Services Manager/Deputy Monitoring Officer, Combined Authority

¹ Ian Brown replaced the standing third Member of the IRP, George Nairn-Briggs, who was unable to join the IRP on this occasion

Terms of Reference

The IRP was given the following terms of reference:

8. The IRP is requested to make a recommendation to the Combined Authority in respect of the remuneration for the role of the Chief Executive.
9. The IRP is requested to take the following into account in making that recommendation:
 - i. The current role profile and expectations of the role, including levels of accountability, as compared to previous role profiles.
 - ii. Comparable roles elsewhere.
 - iii. The salary levels of Combined Authority Staff below Chief Executive level including the narrowing of pay differentials.
10. The IRP is also requested to make a recommendation to the Combined Authority about the date from when any change in remuneration for the role of the Chief Executive should have effect. In making a recommendation they are requested to take into account:
 - i. The substantial change in the nature of the role upon the election of the Mayor on 10th May 2021.
 - ii. The change in role from Managing Director to Chief Executive from 26 July 2022.
 - iii. The new senior structure was fully operational from May 2023.
 - iv. The effective date of revised pay scales for the rest of the organisation (1st October 2023).

The Approach taken by the IRP

11. The IRP convened via Teams and met virtually on the following occasions:
 - 11th December 2023
 - 15th December 2023
12. It was during these meetings that the IRP considered all the relevant information and written evidence (see Appendix One for details of evidence received by the IRP). The IRP also interviewed the following:
 - Tracy Brabin – Elected Mayor of West Yorkshire, and Chair of the Combined Authority
 - Ben Still – Chief Executive of Combined Authority
13. As per the instructions to the IRP, for benchmarking purposes the IRP took into account the salaries of Chief Executives of other comparable bodies, namely the nine other English Combined Authorities. The IRP was also aware of the salary levels of Chief Executives in the West Yorkshire Fire Authority, West Yorkshire

NHS Trusts and the five constituent Councils but discounted the relevance of these comparisons because the nature of these authorities is not comparable to the role and scope of the Combined Authority.

Observations/Comments: The Development of the Combined Authority and changing role of the Chief Executive

14. An important context for this review is that since the appointment of a Managing Director in 2015, the role of the Combined Authority has evolved. Further devolution has followed, with a devolution deal agreed in 2020 that set out £1.8bn of government investment (including £1.4bn over 30 years) which is subject to local influence and decision making, enabling spend on local priorities, together with a range of devolved functions and as part of this deal, the Authority became a Mayoral Combined Authority from 2021.
15. Within this enhanced remit remains a strong focus on transport, but with an increased scope and emphasis as follows:
 - Bus Reform – delivering the Mayor’s pledge to return buses to public ownership, including development of the Enhanced Partnership and the assessment of the case for franchising.
 - Mass Transit – advising the Mayor and Combined Authority on how this may be developed and commanding a major budget for feasibility work.
 - Rail Reform – including defining West Yorkshire’s local role in the rail network, as the Williams-Shapps Plan for Rail proposals are rolled out.
 - Key Route Network – power and responsibilities.
 - Multi-modal integration – including a growing role in promoting active travel choices as part of an integrated transport network for West Yorkshire.
 - Transport-related capital programmes and oversight of revenue budgets - active role in overseeing capital programmes (E.g. City Region Sustainable Transport Settlement, with a funding of £830m), and oversight of transport-related revenue funding.
16. In addition, the Combined Authority has obtained responsibility particularly regarding
 - Economic growth, development and regeneration, including housing
 - Adult Education, Skills and Culture
 - Police and Crime
 - Environment and Place
17. In the maturation of the Combined Authority the role of the Chief Executive has been vital. While the Chief Executive is ultimately responsible to the Combined Authority as a whole the postholder has had to work not only with the constituent authorities but also liaise with senior Civil Servants, including Permanent Secretaries at Whitehall to ensure the delivery of devolution, this latter aspect of the role is not necessarily captured by the Chief Executive’s role profile but it cannot be underestimated.

18. Another step change was the election of a Combined Authority Mayor in May 2021. This fundamentally changed the nature of the organisation to one that has a significantly higher profile, with an Officer body responsible for supporting the Mayor and the Combined Authority on a wider range of functions, including Police and Crime Commissioner functions and other Mayoral powers. The arrival of the Mayor meant that for the first time the organisation was responsible for supporting a directly elected politician, which resulted in another significant change in the nature of the work and responsibility of the Chief Executive. It means that the Chief Executive has to work closely with the Mayor, to enable the Mayor to develop and deliver their priorities. It also introduced another level of accountability for the Chief Executive.
19. These developments have led to an expansion of the Combined Authority as an organisation. Since October 2016, when the Combined Authority had 455 staff, that number has grown to over 830, the Chief Executive as Head of Paid Service has ultimate responsibility for staff.
20. Another sign of the growth of the Combined Authority was the organisational review in June 2022, which discontinued the previous four Directorates and replaced them with seven Directorates plus two Executive Directors. Similarly, a comparison of the Corporate Plan 2016/17 and the Corporate Plan 2023/24 shows that there has been an organisational shift from four “priorities” to seven “Corporate Objectives”, which signals a move from an organisation that previously focused on process to a focus on outcomes, with an increase in annual funding of £270m in 2016/17 to £622m in 2023/24.
21. Taken together, these developments have greatly impacted upon the workload, responsibilities and accountabilities of the Chief Executive who is primarily responsible for ensuring that the Combined Authority is a stable and sustainable organisation. To sum up, the Chief Executive has to provide figurehead leadership and overall direction to the Combined Authority leading to the execution of long-term strategies for the development of West Yorkshire with the following key responsibilities
 - **Key functional accountabilities:**
 - Builds and maintains effective relationships with Members, ensuring strong governance to support the Combined Authority’s Board and its Committees.
 - Ensures the effective and timely delivery of outputs and projects in the Strategic Economic Plan in alignment with the requirements of the Local Enterprise Partnership and Combined Authority.
 - Co-ordinates strategy, development and delivery with the Chief Executives of the constituent Districts ensuring a joined-up partnership approach to achieve powerful and connected change in the constituent Districts.
 - Leads the CA Directors in achieving an integrated one-organisation approach across all policy areas including, but not restricted to, regional Transport, Economy, Work & Skills, Culture & Sport, Place making, Environment & Flooding.

- Holds CA Directors to account for achieving their objectives as set out in respective business plans, providing clear decision-making structures and well understood routes for escalation and resolution.
- Ensures that long term proactive considerations take precedence over reactive solutions in the short term (on balance).
- Works with the constituent Districts to develop and deliver public service reform and devolution.
- Ensures the CA plays a full and active role in the development of inter and intra-regional consortium including, but not restricted to, Transport for the North and Rail North.
- **Financial accountabilities:**
 - Holds ultimate accountability for the CA budget, securing funds and overseeing budget allocation and prioritisation.
 - Holds ultimate accountability for CA financial planning, working with Directors to allocate budgets and manage ROI.
 - Continually strives to identify new and better ways to deliver value for money to the people of West Yorkshire.
- **People management accountabilities:**
 - Provides figurehead leadership to the CA, working with colleagues to set and disseminate the mission, ensuring sure staff work with purpose.
 - Role models and champions CA values and behaviours.
 - Facilitates a culture of inclusiveness and empowerment at all levels of the organisation.
 - Provides executive leadership to direct reports, integrating functions across Transport, Inclusive Economy, Skills & Culture, Policing, Environment & Place and the Corporate Centre.
 - Holds overall responsibility for approximately 830 CA staff.
 - Coaches and mentors L2 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.
 - Identifies and develops top talent and capability in those with 'Executive / Director' potential.

Review of Terms and Conditions and Staff Pay Scales

22. Following an independent review of Staff pay scales a new revised set of pay scales was implemented from 1st October 2023. A prime reason for this review was to try and ensure there were more consistent differentials applied to pay levels across the scales as these had been eroded over time as higher percentage increases were awarded at the lower points.
23. The Report produced by BDO highlighted that an assessment was made of the possible impact on the salary of the Chief Executive should the same theory and formula be applied, although this was not implemented pending the outcome of this review. However, it is noted that the average percentage increase at the top of the salary scales (new grade 16) was calculated at 4.5 per cent.

Benchmarking

24. As per instructions to the IRP, the IRP has also taken cognisance of the salaries paid to the Chief Executives of the other nine English Combined Authorities. It is noted that the range of salaries paid to other Combined Authority Chief Executives ranges from £154,000 (North of Tyne – pending a 2023/24 pay award) to Cambridgeshire and Peterborough (£263,000 – although this is paid through agency arrangements and not a permanent salary).
25. However, not all other English Combined Authorities are strictly comparable to the West Yorkshire Combined Authority. The West Yorkshire Combined Authority now performs as a mature Combined Authority which is not always the case elsewhere. The IRP considered the remits and size of other Combined Authorities and established that the following Combined Authorities were the most comparable to the West Yorkshire Combined Authority (including their Chief Executives salaries):²
- Liverpool City Region CA and Chief Executive Salary £188,000
 - West Midlands CA and Chief Executive Salary £195,000
 - Greater Manchester CA and Chief Executive Salary £197,233³
26. The three most comparable Combined Authorities as set out above provide an indicative salary range that the IRP has taken into account when arriving at the recommended salary for the West Yorkshire Combined Authority Chief Executive

Arriving at the recommended Salary for the Combined Authority Chief Executive

27. The starting point for the IRP was to note that the recent salary review of staff resulted in a 4.5 per cent increase in the current highest grade 16. As such and in accordance with the suggestion by BDO the IRP applied a similar uplift (4.5 per cent) to the current salary (£180,514) of the Combined Authority Chief Executive which equates to £188,637. At the very least, by simply applying the same principle as applied to current highest salary grade in the recent salary review, the Chief Executive should be paid at least £188,637.
28. However, the IRP also noted that (when in general contrast to considering making recommendations regarding Members' Allowances) market rates need to be paid to ensure proper recruitment, retention and stability to the organisation. As such, the salary of the Chief Executive of West Yorkshire Combined Authority should be comparable to that of other similar English Combined Authorities. Consequently, the IRP decided to apply an uplift to the indexed figure of £188,637 to ensure that there is market comparability. Taking into account the salaries of Chief Executives in the three other comparable Combined Authorities the IRP decided to uplift the indexed salary of £188,637 to £193,000, which places it broadly at the comparative mid-point.

² All Chief Executive salaries for the three comparable CAs are subject to a 2023/24 pay award. The Chief Executive of GMCA is paid a total of £231,365. The additional remuneration paid to the GMCA Chief Executive is for performing duties of Chief Executive at Transport for Greater Manchester

³ The IRP also notes that the salary for the Group Chief Executive of the GMCA has just been advertised at £230,000 - £250,000, although that also includes duties both as Chief Executive of the GMCA and TfGM

29. **The IRP recommends that the salary of the Combined Authority Chief Executive is set at £193,000**

Implementation

30. The IRP was asked to consider a number of dates from which the recommended salary (£193,000) of the Combined Authority Chief Executive should be implemented as set out in paragraph 9 of this report. The IRP discounted the implementation dates of 10th May 2021 (when the elected Mayor was established) and 26th July 2022 (the change in role from Managing Director to Chief Executive). While it is not unknown to markedly backdate pay awards in the private sector it is not common in the public sector. Backdating beyond the start of the year in which pay increases are awarded is not regarded as good practice in the public sector.
31. This left an implementation date of May 2023 - when the new senior staff structure was fully operational - or 1st October – the effective date of revised pay scales for the rest of the organisation. On the basis of equity and ensuring that all staff have been treated similarly the IRP has opted for an implementation date of 1st October 2023.
32. **The IRP further recommends that the proposed remuneration (£193,000) for the Chief Executive of the Combined Authority is implemented from 1st October 2023.**

APPENDIX 1: Written Information Received and Considered by the IRP

1. A Briefing paper for the IRP – Remuneration for the role of Chief Executive, West Yorkshire Combined Authority
2. Report to the Combined Authority of 23th June 2022, Organisational Evolution
3. Managing Director Contract of Employment 2016
4. Managing Director role profile 2015
5. Chief Executive role profile 2022
6. Combined Authority Annual Meeting Report 25th June 2015, Officer Arrangements
7. Combined Authority Annual Meeting Minutes 25th June 2015, establishing the post of Managing Director
8. Combined Authority Report 20th November 2015, appointment of Managing Director
9. Combined Authority Meeting Minutes 20th November 2015, appointing Managing Director
10. Corporate Plan 2016-2017
11. Corporate Plan 2023-2024
12. Revised standard contract 1st January 2024
13. Staff pay scales prior to 1st October 2023
14. Staff pay scales implemented 1st October 2023
15. BDO Independent pay scale Audit Report September 2023
16. English Combined Authorities – benchmarking of Chief Executives salaries
17. An overview of the Combined Authority senior management structure

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