



<b>Report to:</b>	Finance, Resource, and Corporate Committee
<b>Date:</b>	7 March 2024
<b>Subject:</b>	<b>Finance and Corporate Performance</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	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	Budget to	Difference	Difference
	31-Dec-23	31-Dec-23	31-Dec-23	31-Dec-23
	£000s	£000s	£000s	%
<b>Income</b>				
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%)
<b>Total Income</b>	<b>170,222</b>	<b>202,521</b>	<b>(32,299)</b>	<b>(16%)</b>
<b>Expenditure</b>				
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%
<b>Total Expenditure</b>	<b>178,812</b>	<b>219,794</b>	<b>40,982</b>	<b>19%</b>
<b>Indirect Contribution* (Capitalisation/ Internal recharges)</b>	<b>8,617</b>	<b>17,343</b>	<b>(8,727)</b>	<b>50%</b>
<b>Net Income / (Expenditure)</b>	<b>27</b>	<b>70</b>	<b>(43)</b>	
<b>Net Income / (Expenditure) as a % of Income</b>	<b>0.02%</b>	<b>0.03%</b>		

### 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**

	<b>Full Year Forecast informed by Q3 position £000s</b>	<b>Revised Full Year Position £000s</b>	<b>Difference £000s</b>	<b>Difference %</b>
<b>Income</b>				
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%
<b>Total Income</b>	<b>304,552</b>	<b>302,187</b>	<b>2,365</b>	<b>1%</b>
<b>Expenditure</b>				
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%)
<b>Total Expenditure</b>	<b>301,799</b>	<b>301,221</b>	<b>(578)</b>	<b>(0%)</b>
<b>Indirect Contribution* (Capitalisation / Internal Recharges)</b>	<b>21,250</b>	<b>22,343</b>	<b>(1,093)</b>	<b>(5%)</b>
<b>Net Revenue Position pre Reserves Adjustments</b>	<b>24,003</b>	<b>23,309</b>	<b>694</b>	<b>3%</b>
<b>Reserves Adjustments</b>	<b>23,823</b>	<b>23,823</b>	<b>-</b>	<b>0%</b>
<b>Net Revenue Position after Reserves Adjustments</b>	<b>180</b>	<b>(514)</b>	<b>694</b>	
<b>Net Revenue Position as a % of income</b>	<b>0.06%</b>	<b>(0.17%)</b>		

- 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
<b>Transport Programmes</b>				
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%
<b>Economic Development Programmes</b>				
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%
<b>Total Capital Spend</b>	<b>£312,726,530</b>	<b>£290,328,315</b>	<b>£164,898,387</b>	<b>56.80%</b>

## 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

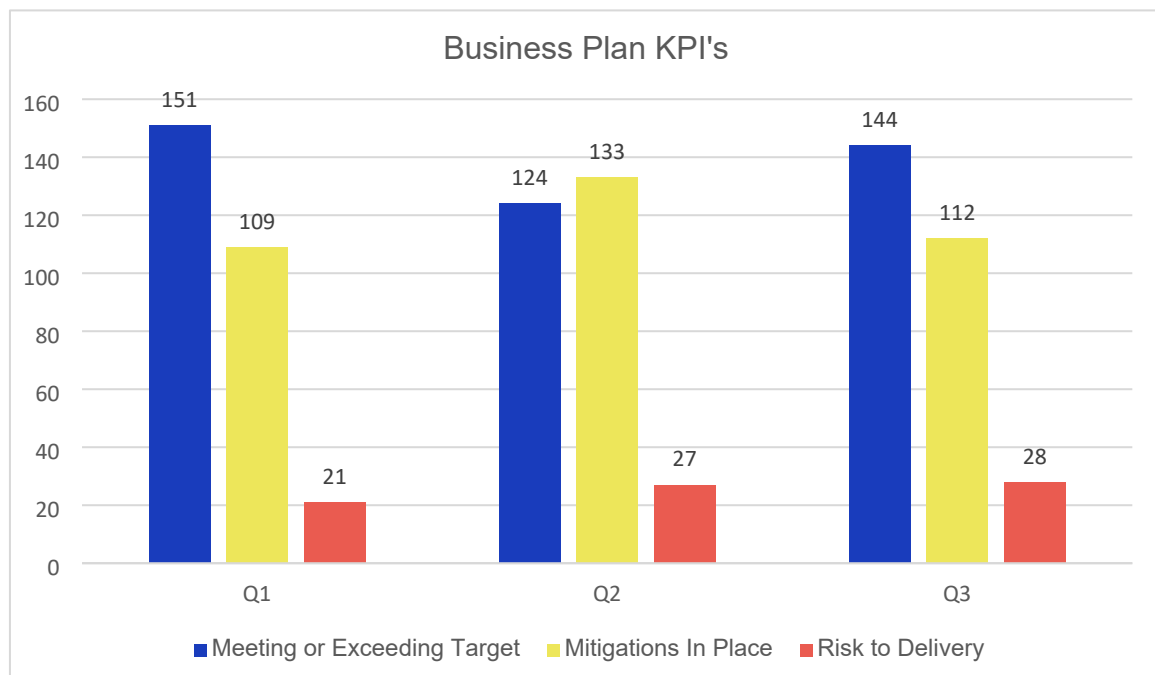




■	Is expected to be fully delivered or exceed targets by the end of 2023/24
■	Is expected to be at least partially delivered by the end of 2023/24
■	Is at risk of not being delivered by the end of 2023/24

- 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.

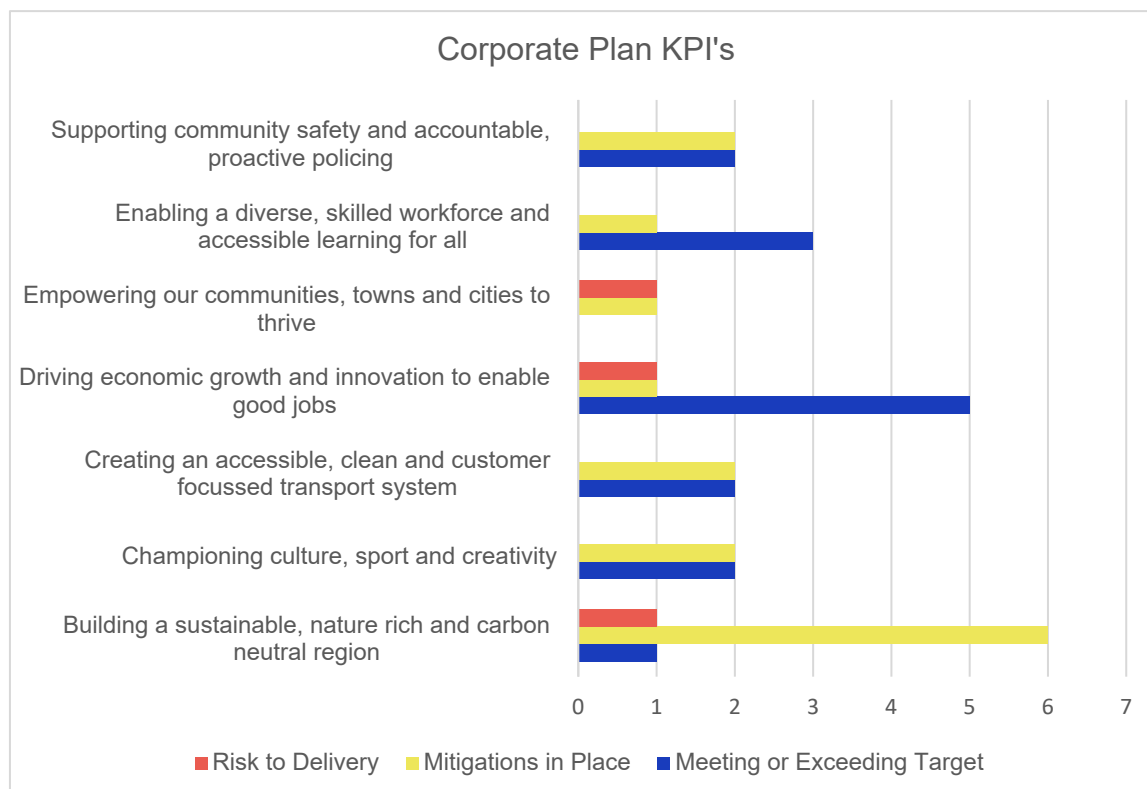


- Development of a rail strategy and pipeline that provides a rail network that enables productivity through connectivity and delivers a 21st century transport network. Garforth works have been on site since May 2023, due for completion April 2024. Menston works will start end of March 2024 for completion 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.

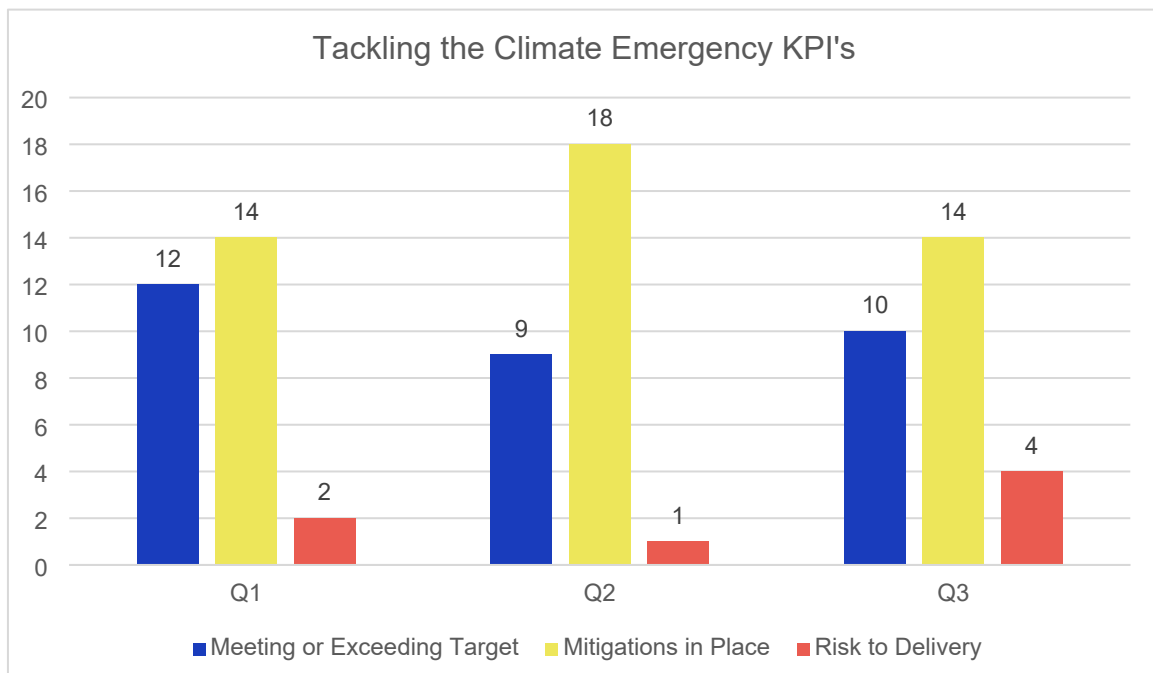
### **Future Reporting Arrangements**

- 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

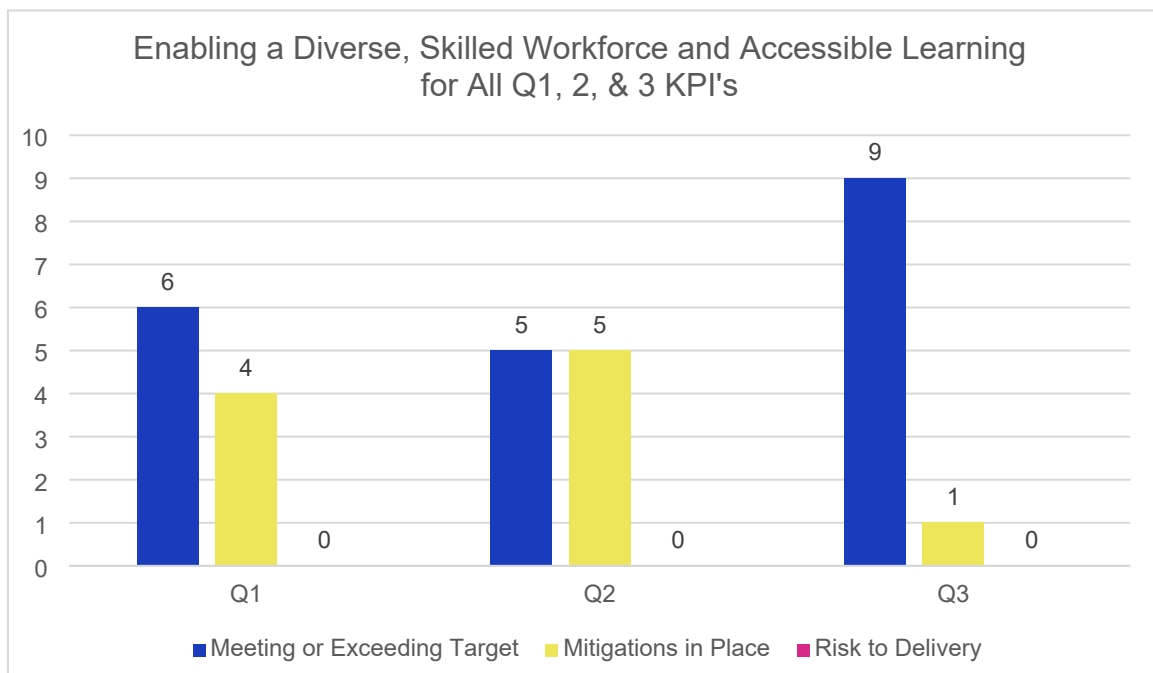
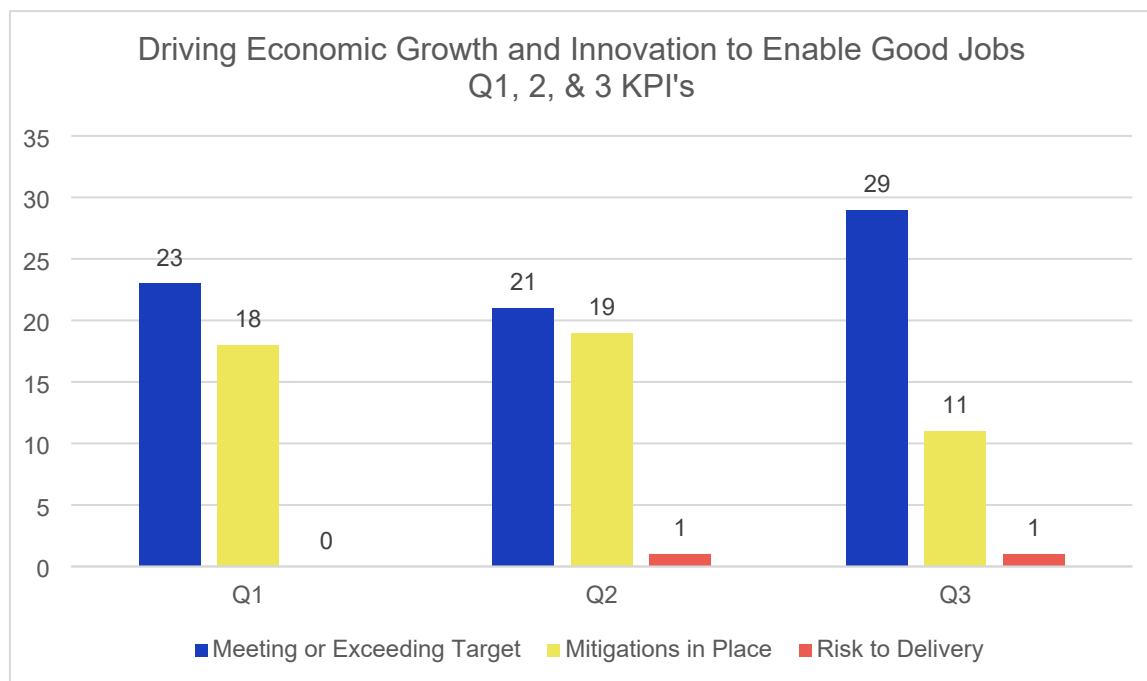


Figure 6: Driving economic growth and innovation to enable good jobs



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><b>Business West Yorkshire.</b> 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"> <li>• 47.6% Female</li> <li>• 24.1% BAME</li> <li>• 12.3% Disability</li> <li>• 34.3% in 20% most deprived</li> <li>• 21 outreach events delivered (3 in 20% most deprived areas)</li> </ul>
<p><b>Enterprise West Yorkshire.</b> 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"> <li>• 62.9% Female</li> <li>• 42.5% BAME</li> <li>• 17.0% Disability</li> </ul>
<p><b>Rural Development Fund.</b> 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><b>Housing Retrofit and Climate Action.</b> 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><b>Ensures promoters take account of EDI when developing their programmes and projects.</b> 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><b>Employers supported to engage with education and training</b> 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"> <li>• Cumulative Target: 94</li> <li>• Cumulative Actual: 93</li> <li>• Performance %: 99%</li> </ul> <p>Businesses supported to engage with skills programmes:</p> <ul style="list-style-type: none"> <li>• Cumulative Target: 158</li> <li>• Cumulative Actual: 278</li> <li>• Performance %: 176%</li> </ul>
<p><b>Improve the quality of careers advice in schools,</b> 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"> <li>• Cumulative Target: 125</li> <li>• Cumulative Actual: 123</li> <li>• Cumulative Performance: 98%</li> </ul>

#### 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