

## WEST YORKSHIRE COMBINED AUTHORITY

MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 17 MARCH 2022  
IN WELLINGTON HOUSE, LEEDS

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### A G E N D A

There will be very limited capacity for observers of the meeting. If you would like to attend to observe the meeting in person, please email: [governanceservices@westyorks-ca.gov.uk](mailto:governanceservices@westyorks-ca.gov.uk) to request a place, clearly stating the name, date and start time of the committee and include your full name and contact details, no later than 24 hours before the meeting begins. Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. On receipt of your request, colleagues will provide a response to you.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
3. **EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
4. **MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 3 FEBRUARY 2022**  
(Pages 1 - 10)

#### **For Decision**

5. **WEST YORKSHIRE TRADE STRATEGY**  
(Lead Member: Cllr S. Pandor, Director: Brian Archer)  
(Pages 11 - 16)
6. **BUS ENHANCED PARTNERSHIP PLAN AND SCHEME**  
(Lead Member: Cllr S. Hinchcliffe, Director: Dave Pearson)  
(Pages 17 - 26)
7. **AEB: STRATEGY AND DELEGATIONS AMENDMENTS**  
(Lead Member: Cllr J. Lewis, Director: Brian Archer)

(Pages 27 - 38)

**8. LEVELLING UP WHITE PAPER**

(Lead Member: The Mayor, Director: Alan Reiss)

(Pages 39 - 46)

**9. BUSINESS PLANNING AND CORPORATE OBJECTIVES**

(Lead Member: The Mayor, Director: Ben Still)

(Pages 47 - 58)

**10. CAPACITY - TRANSPORT AND THE ECONOMY**

(Lead Member: The Mayor, Director: Ben Still)

(Pages 59 - 78)

**11. CAPITAL SPENDING AND PROJECT APPROVALS**

(Lead Member: The Mayor, Director: Melanie Corcoran)

(Pages 79 - 208)

**12. FUTURE OF THE LEP FOLLOWING THE LUWP**

(Lead Member: Sir Roger Marsh, Director: Ben Still)

(Pages 209 - 218)

**13. SUPPORTING CULTURAL FESTIVALS IN WEST YORKSHIRE**

(Lead Member: The Mayor, Director: Liz Hunter)

(Pages 219 - 228)

**14. TRANSPORT COMMITTEE REVIEW**

(Lead Member: Cllr S. Hinchcliffe, Director: Dave Pearson)

(Pages 229 - 274)

**For Information**

**15. MINUTES FOR INFORMATION**

(Pages 275 - 276)

**Signed:**

A handwritten signature in black ink, appearing to be 'BDM', with a long horizontal line extending from the bottom of the signature.

**Managing Director  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 3 FEBRUARY 2022 AT COMMITTEE ROOMS  
6&7, CIVIC HALL, LEEDS**

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**Present:**

Mayor Tracy Brabin (Chair)  
Councillor Susan Hinchcliffe  
Councillor Matthew Morley (Substitute)  
Councillor Stewart Golton (Substitute)  
Councillor James Lewis  
Sir Roger Marsh OBE DL

Councillor Shabir Pandor  
Councillor Rebecca Poulsen  
Councillor Matthew Robinson  
Councillor Tim Swift MBE  
Councillor Andrew Waller

West Yorkshire Combined Authority  
Bradford Council  
Wakefield Council  
Leeds City Council  
Leeds City Council  
Leeds City Region Local Enterprise  
Partnership  
Kirklees Council  
Bradford Council  
Leeds City Council  
Calderdale Council  
City of York Council

**In attendance:**

Councillor Kim Groves  
Ben Still  
Brian Archer  
Melanie Corcoran  
Liz Hunter  
Dave Pearson  
Alan Reiss  
Angela Taylor  
Thomas Purvis  
Dominic Martin

Leeds City Council  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
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West Yorkshire Combined Authority

**73. Apologies for Absence**

Apologies were received from Cllr Lawson and Cllr Jeffery.

**74. Declarations of Disclosable Pecuniary Interests**

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

**75. Exempt Information - Possible Exclusion of the Press and Public**

There were no items that required the exclusion of the press and public.

**76. Minutes of the Meeting of the Combined Authority held on 9 December 2021**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 9 December 2021 be approved.

**77. Economic Recovery**

Members received an update on developments surrounding the Covid-19 pandemic and economic recovery in West Yorkshire.

Rising energy costs were highlighted, as well as the significant number of people in the region either out of work or paid less than the living wage. Members noted that this, in combination with the expected National Insurance rise, would put great pressure on many households. and stressed the importance of the work being done to implement the Fair Work Charter across the region. Support offered by the Combined Authority was noted, including the Entrepreneurship Programme and the Strategic Employment and Skills package, and it was noted that the Government had recently announced £550 million of funding to support adult skills boot camps. The success of the Entrepreneurship Programme in reaching disadvantaged segments of the community was praised by Members.

Members emphasised that further investment in skills would be a priority going forward, with flexibility to expand on this in the future being extremely important. Working with employers to invest in people and minimise unstable employment, as well as providing opportunities to gain skills and move out of low-paid employment, would be vital.

Many businesses had reported issues finding skilled candidates to fill existing roles, which also effected potential expansion plans. Members noted that skills had been a concern in the region for many years, and suggested a more in-depth analysis of skills issues in the region in partnership with providers in further and higher education, in order to determine what support could be provided that would ensure further growth and success in the region did not come at the expense of existing businesses. Similarly, Members also noted that further data beyond footfall would be useful to determine spending during the economic recovery, as well as more information on the destinations of those enrolling in skills training, such as if they moved on to a higher-paid job.

Members were pleased to note that recent publications from Government supported the model of Combined Authority and LEP partnership that was demonstrated in the region, and would endeavour to continue to work closely with the private sector.

**Resolved:** That the report be noted.

**78. Budget and Business Planning 2022/23**

The Combined Authority considered a report on the proposed budget for



2022/23, including the transport levy, treasury management statement, revised forecast outturn revenue position, and summary business plans.

The Levelling Up white paper had been published earlier in the week and had included some positive details regarding the simplifying of funding awards, and reducing the number of bidding processes for time-limited pots of money, though it was noted this did not include the new £22 million Brownfield Land Fund which had been announced. However, details regarding what funding would be made available by Government for the delivery of the region's Bus Service Improvement Plan (BSIP), as well as what would be received from the UK Shared Prosperity Fund, had not been included, and the continuation of bus service funding by Government was a serious uncertainty, with bus operators already looking at reducing their services. Members noted that a strong bus network was key to the levelling up agenda and that cessation of this funding would be very detrimental in this regard, with the impact on Wakefield being particularly highlighted. The need to work together across the North to respond to this uncertainty was emphasised.

It was noted that a reserves policy of 5% had been set, at slightly above £10 million, and Members questioned how this compared to other Combined Authorities. Officers advised that the approach to reserves varied depending on risks faced, and that though this was higher than in previous years, it seemed appropriate, particularly given the limited opportunities to raise funds throughout the year. It was also noted that this money would not be spent without further reporting to the Combined Authority on the need for its use.

Members also raised two line items, regarding professional services and consultancy as well as supplies and services. It was noted that these were both catch-all items to some degree and included expenditure on delivering economic services programmes. An updated version of the revenue budget appendix with these items separated into different categories would be circulated to Members after the meeting. It was also noted that a new finance system with improved reporting was intended to be implemented at the end of the calendar year.

Staffing levels were discussed, with an increase of 13% from the previous year to 657 full-time employees. It was noted that recruitment had been difficult in places, with some vacancies having to be carried over. Members raised the possibility of creating posts to bring in further expertise with bidding processes, as outside help had been needed previously. Officers advised that this was done in cases of recurring need, and would be looked at in future if more specialism was needed, but noted that Combined Authority officers had strong experience with bid-writing.

**Resolved:**

- a) That approval be given to the Combined Authority proposed revenue budget for 2022/23.
- b) That approval be given to the indicative capital programme and budget for 2021/22 – 2024/25.

- c) That progress on the 2022/23 business plan be noted and that the proposal to review the Combined Authority's corporate priorities is endorsed.
- d) That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £103 million be determined for the year ended 31 March 2023.
- e) That the Director, Corporate and Commercial Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2023 to the five District Councils in West Yorkshire.
- f) That a payment of £5.09 million be made to the five District Councils in accordance with Table 1 of the submitted report.
- g) That authorisation be given to the Director, Corporate and Commercial Services to arrange appropriate funding for all expenditure in 2021/22 and 2022/23 subject to statutory limitation, including the most appropriate application of capital funding as set out in the submitted report.
- h) That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority costs of managing the capital programme against the capital programme spend being mainly West Yorkshire plus Transport Fund, Transforming Cities, Getting Building Fund, Brownfield Housing, Local Transport Plan Integrated Transport and any schemes developed in year. For 2022/23 the estimated total value is £12 million.
- i) That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- j) That the treasury management policy as set out in Appendix 5 of the submitted report be approved.
- k) That the prudential limits for the next three years as set out in Appendix 5 of the submitted report be adopted.

## **79. Funding Priorities**

The Combined Authority considered a report requesting the approval of indicative revenue funding envelopes to the Investment Priorities within the West Yorkshire Investment Strategy (WYIS) for the financial years 2021/22-2024/25, as well as principle funding allocations to each Local Authority and the Combined Authority.

Members highlighted significant indicative investment of approximately £40 million to addressing the climate emergency, as well as the creation of a dedicated pot of funding to support culture and creative activities in the region,

noting that culture was key to levelling up. These proposed indicative funding envelopes had been developed in partnership between the Combined Authority and Local Authorities. The intention was to create a pipeline of projects for each of the region's investment priorities, to support levelling up and to strengthen the region's position in the global economy. Further proposals would be sent to the appropriate committees for discussion, though it was highlighted that these allocations were indicative, and that flexibility would remain to respond to any new requirements.

It had been identified that additional capacity would be needed across the Combined Authority and Local Authorities to identify and create these pipelines of schemes, and it was proposed that 10% of gainshare funding be shared across the partnership to meet these needs. Members questioned what flexibility Local Authorities would have regarding this funding; officers advised that there would be significant flexibility in how the funding was used, but that the end result being targeted would need to be agreed earlier in the process.

Members noted that a significantly high amount of carry forward was listed in the 2021/2022 allocation and queried why funding was not being distributed faster. Officers advised that there was need for pipelines to be further developed before more funding could be released, with the programme intending for all funding to be spent over the next three years as would best benefit the region's development. It was intended that a surplus of projects be developed, to mitigate the risk of funding being unable to be allocated if projects were delayed. The flexibility of the gainshare funding would be helpful in this regard, and funding left unspent at the end of the programme could be used to support the above-mentioned capacity funding in the development of a longer-term pipeline of infrastructure.

**Resolved:** That the Combined Authority:

- a) indicatively approves the revenue funding envelopes (detailed at para 2.8 of the submitted report) to the Investment Priorities within the WYIS for the financial years 21/22-24/25. Full approvals to spend will be granted once pipelines of projects have been developed. All schemes and pipeline will be progressed through the assurance process in line with the Combined Authority's Assurance Process.
- b) indicatively approves £11.4m funding from the Single Investment Fund to the Combined Authority and Local Authorities to support capacity issues and enable pipeline development work to be undertaken against the Investment Priorities. Full approval to spend will be granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process.
- c) delegates to the Finance, Resources and Corporate Committee, the approval for programme to pass through Decision Point 2, totalling no more than £11.4m of funding from the Single Investment Fund.

## **80. Transport Committee Review**

The Combined Authority received an update on the Transport Committee Review, including the proposed Transport Committee terms of reference, membership, and role profiles for consideration by the Independent Remuneration Panel, and were asked to approve the proposed changes in principle.

Members noted that the proposed changes differed significantly from earlier plans to reduce the size of the Transport Committee and take a more streamlined approach, and questioned whether, rather than an increased number of Members, a more preferable option would be to include more industry representation in order to gain access to more expertise and familiarity. However, it was noted that transport concerns represented a very large body of work, which was set to increase in the coming months, and that this was an already an area which generated hundreds of enquiries and comments from the public for Members. An increased membership was potentially helpful in this regard. Additionally, it was noted that the district Transport Portfolio Holders, who were being added to the membership of the committee, currently already attended as guests.

The increased focus on a local connection was welcomed, with the incorporation of the district Transport Portfolio Holders seen as part of this. The role of the District Consultation Sub-Committees was discussed, with a new format that would help the sub-committees achieve greater inclusion and more widely represent the local communities.

It was proposed that an Independent Review Panel be appointed to review the proposed role profiles and allowances, and that a further report then be brought back to the Combined Authority for final approval.

Members thanked the Transport Committee and Cllr Groves, the committee's Lead Member for Public Transport, for the hard work that had been done to this point in improving transport throughout the region.

Cllr Waller noted that his husband was a Member of the Transport Scrutiny committee, though this did not constitute a pecuniary interest to the matters discussed.

**Resolved:**

- a) The Combined Authority notes the update on the Transport Committee Review.
- b) That the Combined Authority approves in principle the proposed future role for Transport Committee set out at paragraphs 2.19 to 2.29 of the submitted report.
- c) That the Combined Authority approves in principle the proposed membership, role profiles and indicative terms of reference contained in Appendices 1, 2, and 3 of the submitted report respectively.
- d) That the Combined Authority approves the recommendation to convene an Independent Remuneration Panel to assess the level of allowances

paid to the Deputy Chairs, Transport Engagement Leads, and Ordinary Members.

- e) That a further report be submitted to the Combined Authority following receipt of the recommendations of the Independent Review Panel seeking approval of the new arrangements for Transport Committee in line with the next steps set out at paragraphs 2.36 to 2.38 of the submitted report.

## **81. Healthtech Strategy**

Members received an update on work to develop the region's Health Innovation agenda and were requested to approve the partnership Healthtech Strategy.

The role the Healthtech Strategy could play in tackling entrenched inequalities was praised by Members, as well as its potential to attract international investment and create well-paid jobs. It was noted that West Yorkshire was already highly recognised in regards to healthtech, and the work being done could make the region into a global leader. However, it would be vital to ensure that these benefits were spread across the region as a whole, and further detail on monitoring was requested within the action plan.

Members thanked the Healthtech Cluster Group and other partners for their contributions in developing the Strategy, as well as the LEP Board and Business, Economy and Innovation Committee for their valuable feedback. The diverse range of people engaged in the work was also praised by Members.

It was noted that the Levelling Up white paper released by Government earlier in the week had noted the increase research and development funding outside of London, Oxford and Cambridge, but that the named areas had not included West Yorkshire. This was disappointing, but officers advised that they planned to raise this in discussion with Government and work to ensure that the region was next in line for any further funding, and the Healthtech Strategy and its strong action plan would be of great benefit in these efforts. It was noted this was an area that the region could make strong accomplishments in regardless of government funding, though better results could be achieved with further support.

The twin benefits of the Healthtech Strategy to the economy and to the region's health were emphasised, and Members underlined the role of technology in tackling health inequalities.

Cllr Robinson declared an interest in the item, as he worked within the tech sector.

**Resolved:** That the Combined Authority:

- a) notes the progress made to support the Health Innovation agenda.

- b) approves and endorses the vision and direction for the partnership set out by the West Yorkshire Healthtech Strategy and that the Combined Authority adopts it as part of the Strategic Economic Framework.

## **82. Mass Transit Resourcing**

The Combined Authority considered a report seeking approval for the creation and appointment of a Director of the West Yorkshire Mass Transit Programme for the Combined Authority.

It was noted that the Combined Authority had submitted a bid of £200 million for mass transit work to the City Region Sustainable Transport Settlement. This would be the first stage toward providing the high-capacity mass transit system that was expected to be needed in the future, which could ultimately cost over £2 billion.

Members questioned whether the recruitment process for the Programme Director would extend internationally, noting that this was a significant programme of work and that the right person would be needed to achieve the best result. It was confirmed that the Combined Authority would look widely and would seek advice to find the right candidate. It was also noted that the initial appointment may be on an interim basis before a more permanent replacement was found.

Members requested that the interview panel include representation from all parties and local authorities, and suggested that stakeholder panels could play a useful role.

**Resolved:** That the Combined Authority approves:

- a) To create a new role of Director of the West Yorkshire Mass Transit Programme within the Combined Authority and recruit to the post.
- b) To delegate to the Managing Director the recruitment process, including convening an interview panel (with member representation) and, in consultation with the Mayor and the Chair of the Transport Committee, to make an appointment in accordance with the recommendation of the interview panel.

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

The Combined Authority considered a report on proposals for the progression of, and funding for, West Yorkshire Combined Authority supported projects that had been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.

The Connectivity Infrastructure Plan (CIP) A629 (North) Ogden to Orange Street Roundabout scheme was considered for approval, and had come directly to the Combined Authority due to expediency of delivery. The project was seeking indicative approval of a contribution of £6.1m from the Combined Authority, and was expected to improve access to education, training and

employment opportunities, as well as reducing standing traffic. Approval was sought for development costs of £1.18 million, and for the scheme to proceed from decision point 3 and for work to commence on the full business case.

**Resolved:** The Combined Authority approves that:

- a) The CIP - A629(N) – Ogden to Orange Street Roundabout scheme proceeds through decision 3 (outline business case) and work commences on activity 4 (full business case).
- b) An indicative approval to the Combined Authority's contribution of £6,100,000 is given. The total scheme value is £7,010,000.
- c) Additional development costs of £1,180,000 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £1,810,000.
- d) The Combined Authority enters into a funding agreement with Calderdale Metropolitan Borough Council for expenditure of up to £1,810,000.
- e) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

#### **84. Assurance Framework**

The Combined Authority received an update on the progress relating to changes proposed to the Leeds City Region Local Assurance Framework arising from the 2022 annual review.

There was a requirement to submit a revised version of the Assurance Framework to Government by 28 February 2022. The proposed changes were primarily a result of the Mayor coming into post, but also reflected the introduction of the West Yorkshire Investment Strategy, changes to committee structures, the introduction of carbon appraisal at each stage of consideration of schemes, and other changes. Approval was sought for these revisions, with authority for any final changes required prior to publication to be delegated to the LEP's Chief Executive in consultation with the Chairs of the LEP and the Combined Authority.

Councillor Groves left the meeting during this item.

**Resolved:** The Combined Authority:

- a) has reviewed and approves the proposed revisions to the Leeds City Region Assurance Framework.
- b) delegates authority to the LEP's Chief Executive (the Managing Director) in consultation with the LEP Chair and the Combined Authority Chair to approve the final Local Assurance Framework, in case that any

further changes are needed to be made to the Local Assurance Framework prior to its publication.

**85. Appointment of external auditors**

The Combined Authority considered a report seeking approval of the opt-in to the PSAA led national scheme for the appointment of external auditors, effective from April 2023.

At its meeting on Governance and Audit Committee had recommended that the Combined Authority opt-in to the PSAA led national scheme, in line with the vast majority of Local Authorities nationally. This would be effective from April 2023.

**Resolved:** That the Combined Authority has considered the recommendation and information provided and approves the opt-in to the PSAA led national scheme for the appointment of external auditors, effective from April 2023.

**86. Members' Code of Conduct - Review of Procedure**

The Combined Authority considered a report seeking approval of an amended 'Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct'.

The procedure had been amended to provide greater transparency and clarity following feedback from the Local Government Association. The Governance and Audit Committee had endorsed the amendments at its last meeting.

Councillor Groves returned to the meeting during this item.

**Resolved:** That the Combined Authority adopts the revised Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct as attached as Appendix 1 of the submitted report, to be of effect from this 3 February 2022 meeting.

**87. Minutes for information**

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels be noted.





**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **West Yorkshire Trade Strategy**

**Director:** Brian Archer, Director of Economic Services

**Author:** Alex Clarke, Business Growth & Resilience Policy Manager

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

## 1. Purpose of this report

- 1.1 This report sets out the purpose and scope of a Trade Strategy for the Combined Authority and Leeds City Region Enterprise Partnership (the LEP), and seeks approval from the Combined Authority and that the Combined Authority adopts it as part of the Strategic Economic Framework.

## 2. Information

- 2.1 This item follows discussion with both the Business, Economy and Innovation Committee and endorsement received from the LEP at their January 2022 meeting regarding the West Yorkshire Trade Strategy. The draft strategy is linked in the Background Documents section.

### Purpose of a Trade Strategy

- 2.2 Unprecedented changes to the international trading environment faced by businesses over the last two years offers an opportunity to consider what the region's priorities should be to support businesses to maximise the benefits of trading internationally. This coincides with the end of the LEP's current International Trade Plan (2016-21).

- 2.3 International trade is a key source of economic growth for the UK and West Yorkshire. It can attract inward investment, be a catalyst for business growth, and provide access to new markets to trade goods and services with. Trading internationally is also a recognised behaviour that supports businesses to be more productive, resilient & innovative, as highlighted in the recently adopted West Yorkshire Business Productivity and Resilience Plan<sup>1</sup>.
- 2.4 The UK Government has in November published its Export Strategy<sup>2</sup> that has outlined a 12-point plan for exports, with an overall target of increasing annual exports to £1 trillion. As part of this strategy, the Government recognises the role of mayoral combined authorities and LEPs in particular in joining up activity to the wider ecosystem of business support.
- 2.5 To complement national policy and to provide the practical routes to join up activity on exports, the LEP and Combined Authority is developing a regional strategy to outline the role of international trade in our wider strategic priorities, building on our strengths and seizing new opportunities for businesses in the region, and setting a clear West Yorkshire narrative for trade that focusses on our diversity and international offer.

#### Our Approach

- 2.6 The Trade Strategy will cover the period of 2022 to 2026 and seeks to inspire, empower and provide access to international markets for small and medium size businesses (SMEs), for the benefit of workers and businesses across West Yorkshire.
- 2.7 Recognising that the Combined Authority and LEP play only a limited direct role in delivery on international trade, the importance of working in partnership and collaboration with both public and private sector organisations such as the Chambers of Commerce, universities, Innovate UK EDGE, and the Department for International Trade both locally and nationally is central. To this end partners from those organisations have been regularly consulted on the strategy's development through the regional Trade Partner forum.
- 2.8 The strategy focuses specifically on SMEs – recognising that the larger businesses in the region tend to have strong international trade credentials and experience already in place. SMEs face a multitude of longstanding and new challenges which this strategy will seek to address such as: a limited or lack of knowledge about international trade, contacts and customer bases as well as facing financial and cost barriers, and the recent impacts of global COVID-19 restrictions and EU Exit. The strategy focuses particularly on the role that public support can play in encouraging a diverse range of businesses from across all communities to explore and benefit from international trade.

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<sup>1</sup> As approved at the Combined Authority meeting on 9 September 2021:

<https://westyorkshire.moderngov.co.uk/documents/s21945/Item%206%20-%20Appendix%201%20-%20Draft%20Business%20Productivity%20and%20Resilience%20Plan.pdf>

<sup>2</sup> UK Export Strategy (2021) <https://www.gov.uk/government/publications/export-strategy-made-in-the-uk-sold-to-the-world>

- 2.9 International trade will help us build and grow a resilient and inclusive economy for West Yorkshire by boosting business productivity and innovation. Businesses that trade internationally can also create high-quality direct and indirect jobs and act as ambassadors who promote our region, our strengths and forge partnerships across the globe.
- 2.10 To achieve our mission, the Trade Strategy identifies three areas of collective action with partners that will support SMEs on their journey to trading internationally, outlined in the table below.

Influence	Inform & Inspire	Impact
Building international regional economic relationships for trade.	Help businesses across the region to understand free trade agreements and grasp opportunities.	Deliver trade support to businesses in partnership with partners and expert agencies.
Be the voice of sectoral priorities for the region in future and existing trade deals and discussions.	Signpost businesses to the right support to trade international and simplify the landscape.	Promote the region and businesses based here on the international stage.
Work together across the Northern Powerhouse to promote trade for the North.	Inspire businesses in the region to think internationally as part of business planning	Coordinate across trade delivery partners in the region to join up activity around key sectors and markets.
Maximise the devolution deal commitments with the DIT.	Continue to collate key on the ground intelligence of trade impact to inform decision-making.	Ensure trade opportunities are considered across regional policy areas (productivity, inclusive growth, tackling the climate emergency).

- 2.11 In addition to these key areas of action, the strategy outlines the distinct offer in West Yorkshire. It identifies key sectoral strengths from the manufacturing of textiles, chemical and aerospace technologies, to service sector capabilities in financial services, digital and our creative and cultural industries. It also recognises of our strong academic ecosystem and outturn of graduates, the diversity and youth of our workforce, and links to national institutions based in the region, such as the newly created UK Infrastructure Bank.

#### Measuring the success of the strategy on trade in West Yorkshire

- 2.12 Responding to the challenges raised during consultation on Trade Strategy with the LEP Board on articulating the ambition we have for trade, a commission has been tendered to bring in external expertise to help define the

strategy's baseline, targets and methodology based on most recent data. Whilst the region will look to make its contribution to the UK Government target of £1trillion exports set within the new Export Strategy, it was rightly felt at the LEP Board that the West Yorkshire Trade Strategy needed a meaningful and realistic picture of what is achievable in the region and to provide a robust measure of that over the period of the strategy.

- 2.13 As data on international trade is not often timely and difficult to capture exclusively on a regional basis, the commission will help to articulate appropriate measurable targets that can be tracked on an annual basis to understand the trends and to measure the progress that is being achieved toward the targets. This could include targets like the number of West Yorkshire businesses involved in export activity by 2026 for example.
- 2.14 A baseline report will be available by the end of March 2022 and further updates on the progress of this commission will be brought back to the Business, Economy and Innovation Committee. Once finalised, it is proposed that this will accompany the final Trade Strategy.

#### Next steps

- 2.15 Once approved, the strategy will then provide the framework for the development of annual delivery plans for International Trade overseen by the Combined Authority's Trade and Inward Investment team. Separate but connected delivery plans for Inward Investment are also developed by that team, working with partners across the region.

### **3. Tackling the Climate Emergency Implications**

- 3.1 Tackling the climate emergency is covered as a chapter in the Trade Strategy and recognises our ambitions to be a net-zero carbon economy by 2038. The strategy recognises that the transition to net zero is an export market opportunity for the region, but also that international trade currently makes a significant contribution to global emissions. Positively responding to the opportunities whilst minimising the potential negative impacts of trade on the environment is seen as an important priority in future trade support.

### **4 Inclusive Growth Implications**

- 4.1 The Trade Strategy covers the West Yorkshire Inclusive Growth Framework and outlines our approach to ensure that international trade contributes positively to inclusive growth, in particular through maximising high-quality employment opportunities as a result of increased trade activity.
- 4.2 Traditional economic theories point to the overall positive correlations between trade and wages and real income ([IMF](#), 2021). This is supported by evidence that trade is associated with generating high-quality employment opportunities, with median wages on average higher for both direct and indirect jobs ([FAI](#), 2021). The Strategy sets out how trade can support such opportunities

particularly for individuals that face barriers to securing good work, including those with protected characteristics.

- 4.3 It is also understood that whilst there are overall benefits of trading internationally, there are also potential 'losers' to increased international trade, which can include diverting trade away from some areas. When implementing the Trade Strategy we will look to understand potential negative impacts - including how Free Trade Agreements might 'divert trade' ([Department for International Development](#), 2015) away from businesses in the region, potentially making them less resilient or viable.

## **5 Equality and Diversity Implications**

- 5.1 As part of the Trade Strategy's priorities, it is recognised that there is a role for trade partners including the Combined Authority and LEP in supporting all businesses across West Yorkshire to realise their productivity potential through international trade. This includes proactively supporting localities and business owners who may not otherwise consider international trade.
- 5.2 Although only a small sample size, findings from the KADA research utilised in developing the Trade Strategy indicate that female led businesses are the businesses most likely to consider trading with existing non-EU partner countries, and that BAME-led businesses are most likely to consider new international markets. The strategy therefore outlines how consideration will be given to how to increase opportunities for female and BAME-led businesses to access these markets and to ensure they have the relevant support, and how we can maximise the potential of connected programmes such as entrepreneurship in increasing the diversity of our export base.

## **6 Financial Implications**

- 6.1 There are no financial implications directly arising from this report. However, in delivering the priorities of the Trade Strategy this may require further financial resources to support the activities, which will be subject to further approvals.

## **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.

## **9 External Consultees**

- 9.1 In developing the Trade Strategy, officers of the Combined Authority have engaged with a number of key stakeholder groups, including the LEP Business Communications Group, regional Trade Partners and with Universities in the region. The strategy has also been widely discussed during

its development with both public and private sector partners at both the Business, Economy and Innovation Committee and the LEP Board.

## **10. Recommendations**

- 10.1 That the Combined Authority approves the priorities and approach set out by the West Yorkshire Trade Strategy and that the Combined Authority adopts it as part of the Strategic Economic Framework.

## **11. Background Documents**

Department for International Trade, UK Export Strategy: Made in the UK, Sold to the World:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1033912/made-in-the-uk-sold-to-the-world.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1033912/made-in-the-uk-sold-to-the-world.pdf)

Draft West Yorkshire Trade Strategy: 2022-2026 <https://admin.westyorks-ca.gov.uk/media/8183/item-5-background-document-leeds-city-region-trade-strategy.pdf>

## **12 Appendices**

None.



**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **Bus Enhanced Partnership Plan and Scheme**

**Director:** Dave Pearson, Director of Transport Services

**Author:** Noel Collings, Interim Bus Policy Manager

Is this a key decision?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
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 overview of the content included in our finalised West Yorkshire Bus Enhanced Partnership Plan and initial Scheme
- 1.2 To approve the publication of the Notice of Intent to 'make' an EP Plan and Scheme for West Yorkshire

## 2. Information

### Background

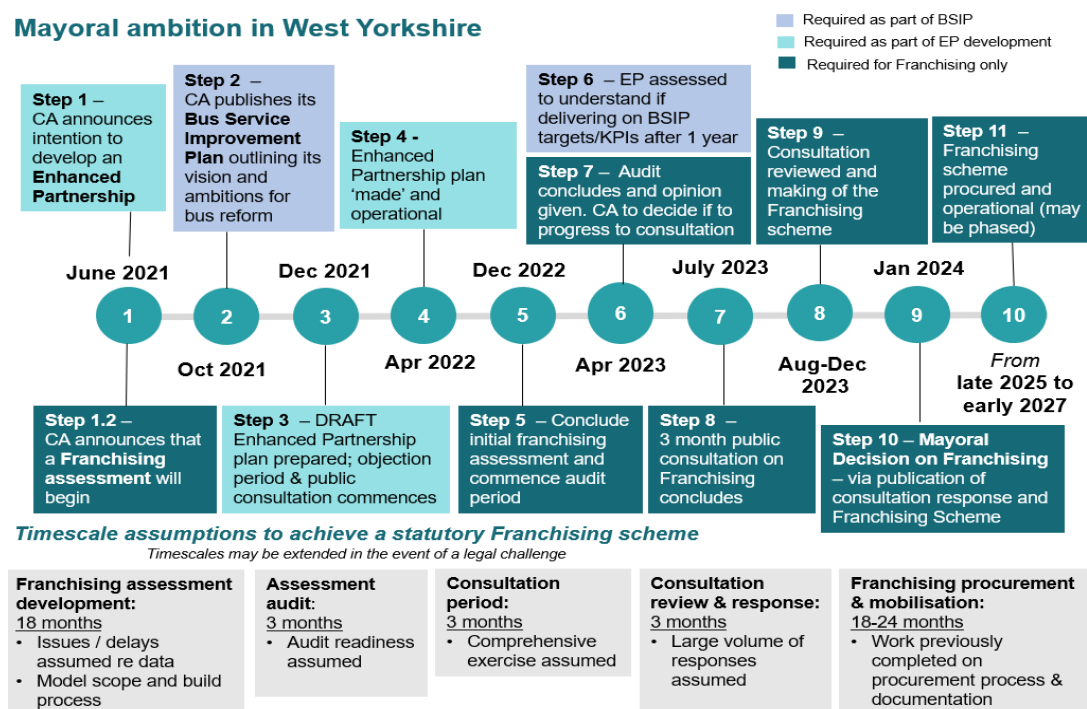
- 2.1 The National Bus Strategy, Bus Back Better, published in March 2021 signalled a strong commitment from Government to bus. It acknowledges the failures of deregulation and looks to strengthen the role of Local Transport Authorities (LTAs) through the devolution of funding. It also sets out that for Local Transport Authorities (LTAs) to access funding from April 2022 there is a requirement to be in an Enhanced Partnership (EP) or actively pursuing bus franchising by the end of March 2022.
- 2.2 In May 2021 West Yorkshire elected its first mayor. Of several mayoral manifesto pledges was the ambition to 'bring buses back into public control'. In response the Combined Authority has set out a "roadmap" to achieving this pledge and the process and draft timescale for delivery is set out in Figure 1



along with the time needed to meet the requirements of the legislative process.

- 2.3 In addition to the “roadmap” the Combined Authority served notice in June 2021 of its intention to prepare an Assessment of a Proposed Franchising Scheme. Alongside this Notice the Combined Authority also served notice of its intention to establish an EP with operators to improve local bus services and invited all operators running services in West Yorkshire to participate in the formulation of the EP Plan and its associated Scheme(s).

**Figure 1: Proposed Timescale for Enhanced Partnership and an Assessment for a Bus Franchising scheme**



- 2.4 While bus franchising is a longer-term proposition to enact bus reform in the region the EP will, at least until a decision on franchising has been made, deliver benefits to passengers in the short term.
- 2.5 The EP will set clear targets and standards to ensure it furthers the overall bus strategy aims to increase patronage and through that secure the wider goals of inclusivity and carbon reduction. As the Assessment of a Proposed Franchising Scheme will be developed alongside the EP then if the EP does not achieve its aims, then this would provide evidence to support a decision to progress with a franchising scheme. It is expected that the EP will be included as part of the Assessment of a Proposed Franchising Scheme.
- 2.6 While the National Bus Strategy set out the different ways LTAs could access future bus funding it also set out a requirement to submit a Bus Service Improvement Plan (BSIP) to Government by 31 October 2021.
- 2.7 The BSIP was submitted to Government following approval by the Combined Authority on 22 October and sets out the Combined Authority’s ambition for bus, regardless of the delivery model. It identifies a wide range of interventions



that will enable the ambition to be achieved, with those that can be delivered over the short-term potentially being delivered by the EP, and those longer-term actions being delivered as part of the wider bus reform process.

- 2.8 The EP will be the mechanism for the delivery of the early stages of the BSIP. It provides details on the Combined Authority's, West Yorkshire local authorities, and operator's shared plan to improve bus services and provision in West Yorkshire and must build on the ideas and interventions set out in the BSIP in much more granular detail.
- 2.9 It is a statutory partnership between the Combined Authority as the LTA, West Yorkshire local authorities and all operators running bus services in the region and needs to be approved by all these parties to come into operation. Each of the Local Authorities of West Yorkshire will be signatories to the EP.
- 2.10 The EP will be overseen by the West Yorkshire Bus Alliance. The governance arrangements that are currently established for the Bus Alliance will be strengthened and adapted for the EP. The Bus Alliance Executive Board will be chaired by the Chair of Transport Committee or Lead Member Public Transport to ensure the electorate is fully represented in the governance of the bus service through the EP.
- 2.11 A statutory EP must be made up of two distinct elements:
- **EP Plan:** the strategic document setting out the vision and objectives for the EP reflecting the ambitions and contents of the BSIP and providing more detail on proposed interventions where appropriate. It would also set out the governance arrangements for the partnership.
  - **EP Scheme(s):** linking the commitments around specific interventions that will deliver the EP Plan and identify facilities and/or measures within a defined geography. At least one EP Scheme must always be in place in addition to the EP Plan. Successive iterations of the scheme would be planned, across West Yorkshire.
- 2.12 The initial West Yorkshire EP (comprising of an EP Plan and one EP Scheme) was originally required to be in place by April 2022, to ensure West Yorkshire could access discretionary bus funding available from April 2022. Without the EP the region would not have been able to access this funding. The EP is also required to be in place to ensure the passenger benefits that can be achieved through bus reform are delivered prior to a decision being made on bus franchising.
- 2.13 Prior to it coming into force a number of statutory processes have been completed. The Combined Authority approved the content of the EP at its 9 December 2021 meeting, enabling the statutory 28-day operator objection period to commence. This completed on 17 January 2022 and no objections were received from operators.
- 2.14 During the objection period, on 11 January, a letter from DfT was sent to all Local Transport Authorities advising of an amendment to the timescales for having an EP in place, and asking for a draft EP Plan and Scheme to be

submitted by the end of April 2022. The letter also suggested that if the statutory consultation element of the process had not yet commenced then there would be no need to start this yet and instead, they would recommend pausing until the outcome of the BSIP funding announcement.

- 2.15 Combined Authority officers carefully considered the implications of the letter and agreed to proceed with the original timescales.
- 2.16 On 2 February, the Combined Authority therefore proceeded to consultation with a number of identified statutory consultees, which closed on 23 February. Eight consultation responses were received and upon review of the feedback it was determined that no major changes were required to be made to the Plan and initial Scheme at this stage. However some key reflections to be considered and addressed in the coming months include:
- Establishing an Enhanced Partnership stakeholder group with certain organisations such as Trade Unions, to further engage with them on EP Scheme development
  - A requirement for further public conversation with residents around their experiences of using bus services and proposed interventions to improve this, to take place later this year. This evidence will help inform the annual review of the Bus Service Improvement Plan, as well as future revisions to the Enhanced Partnership Plan, initial Scheme and development of future Schemes.
- 2.17 Details of the final content of the EP Plan and Scheme are linked to in the Background Documents (with an overview provided below). The Combined Authority are asked to approve the final Plan and Scheme and publishing of the Notice of Intent that an EP Plan and Scheme have been made (Appendix 1).

### **West Yorkshire EP Plan**

- 2.18 As set out in 2.8 above the EP Plan reflects the ambitions and content of the BSIP, the content of which was considered and approved by the Combined Authority at its 23 October 2021 meeting.
- 2.19 Given the close alignment with the BSIP a large proportion of the content of the EP Plan will be familiar to Members with further information available via the published BSIP. As an example of where close alignment has occurred the vision and objectives of the BSIP have been retained for the EP.
- 2.20 Where the EP Plan departs from the BSIP is in relation to the timescales that it covers. While the BSIP is the long-term strategic approach to improving bus services and the network in the region, the initial EP Plan takes a shorter-term view, focussing on what improvements can be made in the period up to 2027. This reflects the indicated timescales for deciding on and implementing a bus franchising scheme (if bus franchising is determined to be the preferred option for delivering bus reform in West Yorkshire).

- 2.21 Due to the close alignment with the BSIP, the EP Plan must be clear on how it will help to deliver the themes and workstreams of the BSIP. The full Enhanced Partnership Plan is linked in the Background Documents.

### **West Yorkshire EP Scheme**

- 2.22 The EP plan sets out the requirement to deliver a number of overarching EP schemes, which will embed key principles across West Yorkshire. These EP schemes include delivery of clear principles for the core bus network and a customer charter for all passengers. The mechanism for delivering the outputs and outcomes identified in the EP Plan is via the different EP Schemes that are implemented alongside the EP Plan.
- 2.23 The EP Plan alone does not constitute an EP. For the EP to come into force the EP Plan must be accompanied by at least one EP Scheme at all times.
- 2.24 Due to the timescales laid down from Government for the EP to be 'made' it has not been possible to produce the full suite of EP Schemes that would be required to meet the ambitions and content of the BSIP. As such a modular approach to the delivery of EP Schemes is being taken, whereby an initial EP Scheme has been produced to meet the initial timescales, with other EP Schemes being developed throughout 2022 and 2023. The Indicative Programme of Future Schemes sets out the indicative delivery plan for the variations to the EP scheme and the new EP schemes that are proposed to be developed.
- 2.25 To fully deliver the ambition of the BSIP a suite of EP Schemes will need to be produced. They are focused on:
- Bus infrastructure (first EP Scheme to come forward) - each new bus priority project will be added to the EP scheme as a variation
  - Bus core network -to contractualise delivery of the high frequency network including the provisions of the network navigation colour coded system across West Yorkshire
  - Fares and ticketing -this will sit alongside the Statutory Ticketing Scheme (which obligates operators to accept multi operator tickets) and the Concessionary Fare Schemes (which remain a Combined Authority responsibility outside the EP).
  - Customer services and information -contractualising an agreement on information provision across the Combined Authority and operators
  - Bus connecting network- to establish standards for lower frequency commercial and CA funded services to rural and less populated communities
  - Air quality and decarbonisation - agreement on delivery of Euro VI and zero emission buses
  - Communications and marketing – including a unified branding for the bus network
  - Agreement around the Urban Traffic Management Control delivery and operation
- 2.26 All of the EP schemes set out in the list above will be West Yorkshire wide. Using the Network Navigation colour coded system for the core bus network

as a worked example, obligations regarding displaying the route names and colours on infrastructure and buses will sit in the Core Network and Bus Infrastructure schemes with obligations regarding incorporating the colour coding map on buses and customer facing material services in the Customer Services and Information and Communications and Marketing schemes. This approach has been launched in Leeds and will be rolled out over West Yorkshire from 2022.

- 2.27 In terms of the Air Quality and Decarbonisation EP Scheme the Combined Authority submitted its final West Yorkshire Zero Emission Bus Regional Area (ZEBRA) bid to the Department of Transport on 31 January 2022. The ZEBRA Programme aims to increase the number of zero emission buses operating on the bus network to 10% of the total fleet and is working with the three main operators (Arriva, First Bus and Transdev) to realise this objective.
- 2.28 The Indicative Programme of Future Schemes sets out the delivery timescale for each EP scheme, further definition of each EP scheme will come forward in due course. The initial EP Scheme that will come forward through the EP is a Bus Infrastructure EP Scheme. The purpose of this EP Scheme is to contractualise both existing and future bus priority infrastructure to ensure this infrastructure is implemented and maintained to provide a consistent, quick and high-quality bus service on the routes which it is applied to.
- 2.29 Across West Yorkshire there are a high number of bus priority infrastructure projects that have either been delivered, are in delivery or are to be developed which ultimately will be included and contractualised within this EP Scheme. For example, bus priority infrastructure projects featuring in programmes such as the Leeds Public Transport Improvement Programme (LPTIP), Transforming Cities Fund (TCF) and City Region Sustainable Transport Settlement (CRSTS) will be included in the Bus Infrastructure EP Scheme overtime covering projects in all five West Yorkshire districts.
- 2.30 The high volume of bus infrastructure projects that the Bus Infrastructure EP Scheme applies to, and the original timescales imposed on the production of the initial EP by Government, has necessitated a proportional approach to be applied to the development and delivery of this EP Scheme initially. Considering this, the first bus infrastructure project to be included in this EP Scheme is the A61(South) in Leeds with other bus infrastructure projects in the other West Yorkshire districts added rapidly post March 2022.
- 2.31 In the first instance formal agreement to the provisions outlined will only apply to those obligated parties on the A61 (South) e.g. bus operators, Leeds City Council and the Combined Authority, however the other four West Yorkshire local authorities will be asked to sign-up to the principles of the Bus Infrastructure EP Scheme to facilitate bus infrastructure projects to be added from the other four local authority areas.

#### A61 South

- 2.32 The A61(South) is identified as a bus priority corridor in LPTIP and for the purposes of the provisions that are included in the Bus Infrastructure EP Scheme applies to the stretch of the A61(S) from Hunslet Road / South

## Accommodation Road Junction to A639 Wakefield Road / Queen Street Junction

- 2.33 A variety of provisions are included in the Bus Infrastructure EP Scheme relating to the A61(S) (see Background Documents). These are to be delivered by Leeds City Council, the bus operators running services on the corridor (Arriva and First Bus) and the Combined Authority.
- 2.34 While the provisions outlined in Enhanced Partnership Scheme – Bus Infrastructure are those which will be included in the Bus Infrastructure EP Scheme from April 2022, they do not represent the extent of the provisions that will eventually apply to the A61(S). It is the intention to add additional provisions post April 2022 through negotiations with the bus operators and Leeds City Council.
- 2.35 To make variations to the Bus Infrastructure EP Scheme i.e. to add additional provisions to the A61(S) aspects covered or to add other bus priority corridor projects, a variation mechanism will be used that only requires the Combined Authority to formally consult with bus operators running services on the corridor(s) affected. For all other EP Scheme the statutory consultation process will be applied when these are first ‘made’.

### **3. Tackling the Climate Emergency Implications**

- 3.1 A well-used and attractive bus service will support the shift in travel from private cars to more sustainable modes needed to reduce carbon emissions from transport. The EP is one of the mechanisms that will deliver bus reform in West Yorkshire, a key area of focus for the West Yorkshire Climate and Environment Plan over the next three years, by putting in place measures that will help transition journeys from the private car to public transport and active travel.

### **4. Inclusive Growth Implications**

- 4.1 Buses are important in providing and enabling access to employment and training opportunities across West Yorkshire. Interventions outlined in the BSIP which transition into the EP will consider the needs of communities with higher levels of deprivation and those of less affluent travellers.

### **5. Equality and Diversity Implications**

- 5.1 The BSIP seeks to identify options which make travel by bus an attractive and viable option for all members of the community. Where interventions relating to this transition into the EP they will consider the needs of all prospective bus users and will identify actions to promote inclusion. An equality impact assessment will be made on the finalised EP.

### **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report, however it is worth noting that future EP Schemes may obligate the Combined Authority and/or its EP partners to fund specific facilities and/or measures. Where this is

the case for the Combined Authority separate reports will be brought to the relevant Committee for approval.

## **7. Legal Implications**

- 7.1 The process proposed by this report is in line with the provisions of the Bus Services Act and associated guidance.

## **8. Staffing Implications**

- 8.1 The approach to the production of future EP Schemes depending on scope and breadth, could increase the burden on the bus policy team necessitating the need to recruit additional resources to service their production, engagement and consultation. Where this is found to be the case a separate report will be brought to the relevant Committee for approval.

## **9. External Consultees**

- 9.1. Informal consultation has taken place via the Bus Alliance, focus groups and drop-in sessions with a wide range of stakeholders e.g. West Yorkshire local authorities, seldom heard groups, bus operators. Their opinions and feedback have been integrated into the draft West Yorkshire EP Plan and Scheme.
- 9.2. In addition, a number of statutory consultees have been consulted on the Enhanced Plan and initial Scheme.

## **10. Recommendations**

- 10.1. That the Combined Authority approves the content of the final EP Plan and Scheme.
- 10.2. That the Combined Authority approves the publication of the Notice of Intent to 'make' an EP Plan and Scheme.

## **11. Background Documents**

West Yorkshire EP Plan - <https://admin.westyorks-ca.gov.uk/media/8185/item-6-background-document-enhanced-partnership-plan.pdf>

Indicative Programme of Future Schemes - <https://admin.westyorks-ca.gov.uk/media/8184/item-6-background-document-enhanced-partnership-plan-indicative-programme-of-future-schemes.pdf>

West Yorkshire EP Scheme – Bus Infrastructure - <https://admin.westyorks-ca.gov.uk/media/8186/item-6-background-document-enhanced-partnership-scheme-bus-infrastructure.pdf>

## **12. Appendices**

Appendix 1 – Notice of Intent to 'make' an EP Plan and Scheme

March 2022

Dear operator,

## **Notice that the Combined Authority intends to make an Enhanced Partnership Plan and Scheme for West Yorkshire**

This is a notice to confirm that the West Yorkshire Combined Authority intends to proceed with making an Enhanced Partnership (EP) Plan and Scheme for the region's bus system.

An EP is a legal arrangement between a transport authority and all qualifying local operators to work together to improve local bus services, and places new requirements on all parties concerning the delivery of these services.

The EP Plan and Scheme work towards delivering the Combined Authority's [Bus Service Improvement Plan](#) (BSIP) which sets out an ambitious vision and targets for buses in West Yorkshire. Specifically, the EP Plan and Scheme includes:

- The West Yorkshire BSIP's vision, objectives, and strategic approach to delivering a '**safe and inclusive bus service**'; '**better connected communities**'; and '**supporting decarbonisation and integrated, sustainable travel**'.
- The ambition to deliver a range of outputs and outcomes across six key workstreams, subject to appropriate funding and resource, that will **work to improve local bus services for all passengers** – these are detailed in Appendix B.
- **The provision of specified facilities and assets to support bus priority and improved bus services on the A61 (South)**, from Hunslet Road / South Accommodation Road junction to A639 Wakefield Road / Queen Street junction – which will serve as a template to contractualise all existing and future bus priority infrastructure schemes across the region.

Details of the full Enhanced Partnership Plan and Scheme can be found at: <insert website>. It is not intended that the Combined Authority will modify the Plan or Scheme at this time.

The Combined Authority would like to thank all operators for their engagement and collaboration to date throughout the development of this EP Plan and Scheme. We look forward to continuing to work with you in this spirit to ensure the ongoing delivery of services and wider transformation of the local bus network for the benefit of West Yorkshire's travelling public.

Yours faithfully,

Dave Pearson, Director of Transport and Property Services

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**Report to:** Combined Authority

**Date:** 17 March 2022

**Subject:** **AEB: Strategy and Delegations Amendments**

**Director:** Brian Archer, Director of Economic Services

**Author:** Lindsey Daniels

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

## 1. Purpose of this report

1.1 To seek the Combined Authority's approval:

1.1.1 To make two amendments to the AEB Strategy in light of economic circumstances and sector consultation; and

1.1.2 To amend the of AEB Delegations Table, aligning the decision making against strategic and operational matters, and recognising the changed Terms of Reference for the Employment and Skills Committee.

## 2. Information

### 2.1 AEB: Strategy and Delegations Amendments

The implementation and delivery of devolved AEB in West Yorkshire is now well underway. 30,000 learners have already engaged in learning through the funds in programmes delivered by 38 providers, including Local Authorities, Colleges, Charities and independent Training Providers.

2.2 Training programmes range from community programmes that support residents speaking English as a second language, through vocational career

focused Certificate and Diplomas delivered as annual college courses (e.g. construction, health and social care, accounting), to highly specific short occupational programmes that link to live job vacancies, such a telecoms training and railway technicians.

- 2.3 Partnership meetings have been held in each Local Authority to focus on local area delivery and develop progression pathways across the delivery partnership. Participation and performance data is monitored closely and shared with stakeholders and providers to inform and shape delivery.
- 2.4 The WY AEB Strategy prioritised funding towards supporting the unemployed, and making learning more inclusive to support disadvantaged residents. At the mid-point of the year:
- 58% of learners are from the Asian, Black, Mixed and Other ethnic groups
  - 72% of participants are from a disadvantaged area
  - 25% of those now studying a qualification have no previous qualifications
  - 48% are unemployed and seeking work

#### Amendment to the AEB Strategy

- 2.5 Open conversations have been held with providers and stakeholders on ways to improve the impact and responsiveness of AEB in West Yorkshire. Actions that are in line with the WY AEB Strategy have been taken up at an operational level: developing the performance management metrics to support successful providers with growth allocations, unlocking responsiveness funds to meet emerging economic needs. Two amendments outlined below require Combined Authority consideration and approval.
- 2.6 3% Tolerance  
This proposal was received by the Employment and Skills Committee on 24 January 2024 and recommended for approval.
- 2.7 It is proposed that a 3% tolerance is applied to underspend for Grant providers.
- 2.8 This proposal has been consulted with the sector and key stakeholders, and responds to calls from the sector to reduce the bureaucracy, administration and uncertainty associated with reconciliation
- 2.9 The proposed change continues our commitment to provide sustainability within the system as we transition into West Yorkshire management of funds, and furthermore recognises that providers should be supported to deliver based on area and learner needs, rather than focus purely on financial metrics. The 3% tolerance mirrors the national tolerance, and that adopted by some other MCAs.

2.10 A financial value cap will not be applied to this percentage tolerance in 2021/22. This reflects the context in which providers are operating this year, with the pandemic continuing to affect learner participation through hesitancy to engage. Provider behaviour and the variance to tolerance will be monitored with recommendations made for 2022/23 regarding a future cap.

2.11 Low Wage Threshold

'Low wage' earners are eligible for free training through the AEB, with all fees waived. A 'low wage' is currently defined in the AEB rules as aligned to the national minimum wage.

2.12 It is proposed that this rate is increased to align with the Real Living Wage. This will widen the eligibility for free training to residents who are most at need of support, and is therefore in line with two of West Yorkshire's published AEB Priorities:

"Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work"; and

"Make learning more inclusive to support disadvantaged residents" <sup>1</sup>

2.13 This proposal is in line with the WY AEB Strategy and follows request and consultation with stakeholders, Local Authority colleagues and sector representatives.

Amendment to the AEB Delegations Table

2.14 The AEB delegations table was initially approved by the Combined Authority on 27 November 2020. It was agreed within that paper that the table should be reviewed once MCA decision -making and committee arrangements had been finalised.

2.15 In line with the above, the AEB delegations Table has been reviewed, considering operational practice and taking account of the changed Terms of Reference for the Employment and Skills Committee.

2.16 It is appropriate that all strategic decision making remains with the Combined Authority, as determined in the Constitution of the West Yorkshire Combined Authority, 'Section 2.2 - Non-Mayoral Functions Reserved to the Combined Authority'.

2.17 It is proposed that while strategic direction should remain within the Combined Authority, it is also important that the MCA is able to harness the expertise of the Employment and Skills Committee members and non-voting members, utilising their understanding of the technical aspects of AEB and the implications that may arise through proposed changes to make and inform decisions.

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<sup>1</sup> West Yorkshire Adult Education Budget Strategy 2020, p7

- 2.18 The Employment and Skills Committee has an increased function through the revised Terms of Reference, to deliver, monitor and review the outcome and impact of the WY AEB strategy, as set by the Combined Authority. The Employment and Skills Committee receives regular updates and will receive an annual review of AEB performance and impact. As such, it should have suitable influencing powers enabling it to act upon the information received, as long as the action is in line with WY AEB Strategy, approved by the Combined Authority.
- 2.19 It remains critical that Conflict of Interest continues to be managed appropriately, in line with Conflict of Interest policy approved specifically for Adult Education Budget. It is also important for balanced and informative discussion to take place to inform decision making. Retaining the decision maker as the Managing Director (rather than the Committee) in cases that involve financial decisions, is helpful in managing Conflict of Interest alongside thorough discussion.
- 2.20 A revised governance table has been provided at Appendix 1, with changes highlighted. The proposed changes are listed below with a rationale:
- 2.21 Approval of the Funding Rules and Performance Management Framework (De-escalate to the Managing Director)  
The Funding Rules and Performance Management Framework form part of the contract. They are operational documents which provide clear parameters that enact the WY AEB Strategy that the Combined Authority has approved, and are therefore appropriate to be enacted through officers.
- 2.22 The Managing Director may refer this approval to the Employment and Skills Committee for recommendations, where wider sector expertise and consultation is desired.
- 2.23 Any change to the rules that would be a departure from the WY AEB Strategy would be escalated to the Combined Authority.
- 2.24 Reallocate budget in response to underperformance / over performance outside performance management framework (De-escalate to the Managing Director)  
This de-escalation supports agile decision making on operational matters that are in line with the WY AEB Strategy, approved by the Combined Authority.
- 2.25 The Managing Director may refer this approval to the Employment and Skills Committee for recommendations, where wider sector expertise and consultation is desired. Committee members will be well informed to support decision making regarding changes to the in-year allocation (e.g. Commissioning pilot projects responding to economic needs).

- 2.26 The final decision should be retained by the Managing Director to help balance Conflict of Interest against facilitating a full and informed discussion at Committee Level.
- 2.27 Any departure from the WY AEB Strategy would be escalated to the Combined Authority.
- 2.28 To make interim changes to the policy and / or WY AEB Strategy in response to emerging economic needs, crisis responsiveness or similar (De-escalate to Employment and Skills Committee)  
This de-escalation supports the Committee in its decision-making function as part of the monitoring and reviewing of delivery. The Committee members will be well placed to understand the implication of interim changes and their alignment to emerging economic needs, which will support swift and responsive decision.

### **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 AEB supports the inclusive growth agenda by increasing the skills and employability of low skilled residents, connecting them to employment opportunities. The statistics listed at 2.4 indicate the reach of the AEB funds to disadvantaged groups. The planned actions under the 'Low wage threshold' will prioritise funding to be spent on disadvantaged and low paid residents.

### **5. Equality and Diversity Implications**

- 5.1 AEB is targeted towards individuals with low skills and who are unemployed. The funds frequently support underrepresented groups through training provision. Our systems are able to monitor the uptake of provision in some underrepresented groups and disadvantaged communities – we are currently exceeding demographic proportions in representation of ethnic minorities and women.

### **6. Financial Implications**

- 6.1 Financial implications arising from this report are limited to the values already budgeted and approved for expenditure on the Adult Education Budget.

### **7. Legal Implications**

- 7.1 The recommendations at 10.1 and 10.2 will require a revision of the WYCA AEB Funding Rules and associated documents.

## **8. Staffing Implications**

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

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That the Combined Authority approves a revision to the WY AEB Strategy to include a 3% tolerance to be applied to underspend for Grant providers.
- 10.2 That the Combined Authority approves a revision to the WY AEB Strategy and Funding Rules, defining 'low wage' to be 'earning below the Real Living Wage'.
- 10.3 That the Combined Authority approves the revised table of delegations at Appendix 1.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – AEB Delegations Table

## Appendix 1 – AEB Delegations Table

	Decision	Decision maker	Rationale
1	To approve or vary the AEB Strategy as required, including: <ul style="list-style-type: none"> <li>Interim review 2021 (aligning to Mayoral priorities)</li> <li>Refresh 2024</li> </ul>	Combined Authority	<p>The Strategy governs funding principles and will be revised in line with governance and assurance processes.</p> <p>Conflicts of interest are managed under the Members' Conflicts of Interest policy.</p>
2	To agree the governance arrangements for AEB functions	Combined Authority	The Combined Authority is responsible for agreeing how its functions, including AEB functions, are discharged.
3	To approve the Funding Rules and Performance Management Framework	<p>Managing Director</p> <p><del>Combined Authority</del></p>	<p>The Rules and Framework are part of the suite of contractual documents, and are therefore operational in function.</p> <p>The documents set out clear parameters for contractual decisions, which can appropriately and effectively be carried out by officers in line with the strategic direction from the Combined Authority.</p> <p>The Managing Director may refer this approval to the Employment and Skills Committee for recommendations, where wider sector expertise and consultation is desired.</p> <p>Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion</p>
4	To reallocate budget in response to underperformance / over performance outside	<p>Managing Director</p> <p><del>Combined Authority</del></p>	Decision on funding usage, in line with strategic direction.

	performance management framework.		<p>The Managing Director may refer this approval to the Employment and Skills Committee for recommendations, where wider sector expertise and consultation is desired.</p> <p>Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion.</p>
5	To make interim changes to the policy and / or AEB Strategy in response to emerging economic needs, crisis responsiveness or similar.	<p>Employment and Skills Committee</p> <p>Combined Authority</p>	<p>Decision on interim measures that affect operation, responding to economic needs in line with sector intelligence.</p> <p>Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion.</p> <p>The Employment and Skills Committee may refer this approval to the Combined Authority with a recommendation, if there is a significant deviation from the WY AEB Strategy.</p>
6	To determine Grant Agreement Allocations & Procurement values – annually agreed in March (once West Yorkshire AEB allocation confirmed)	Managing Director	<p>Grant allocation amounts will be determined in accordance the methodology outlined in the AEB Strategy as approved by the Combined Authority.</p> <p>Approval of top line procurement values by the Managing Director while ensuring clear methodology has been followed which aligns to the Strategy.</p>
7	To agree contracts for Services awarded through procurement and in March annually based on	> £1m – Managing Director	In accordance with the AEB Strategy, Combined Authority Procurement Strategy, Funding Rules, Performance



	performance management framework.	< £1m – Director of Economic Services	Management Framework, and Contracts Standing Orders
8	<p>New procurement rounds:</p> <ul style="list-style-type: none"> <li>Planned responsiveness pot</li> <li>Refresh after 4 years</li> </ul> <p>Bringing on new providers in light of provider base failure</p>	<p>&gt; £1m – Managing Director</p> <p>&lt; £1m – Director of Economic Services</p> <p>Advised by AEB Performance Group and ESP</p>	<p>In accordance with the AEB Strategy, as approved by the Combined Authority.</p> <p>ESP may make recommendations to the Combined Authority on any such decision.</p> <p>Conflicts of interest are managed under the Members' Conflicts of Interest policy.</p>
9	To approve or vary the AEB Procurement Strategy	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	In accordance with the AEB Strategy and with the Combined Authority's Procurement Strategy
10	To approve overperformance and contract Growth requests	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>In accordance with the mechanism set out in the Performance Management Framework, as approved by the Combined Authority.</p> <p>Technical expertise and performance data available at AEB Performance Group level.</p>
11	Underperformance and contract reduction / termination	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Clear mechanism will be outlined in Funding Agreements, Performance Management Framework, which will be approved by the Combined Authority ahead of implementation.</p> <p>Technical expertise and performance data available through the AEB Performance Group.</p>

12	To approve Funding clawback	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Clear mechanism will be outlined in Funding Agreements, Performance Management Framework which will be approved by the Combined Authority, along with Audit plans.</p> <p>Technical expertise and performance data available at AEB Performance Group level.</p>
13	To agree Delivery plans agreed annually with providers variation approval based on performance and/or responsiveness	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Expertise regarding technical delivery and alignment to strategy available from the AEB Performance Group.</p> <p>Will deliver strategic aims as set by the Combined Authority.</p> <p>Employment and Skills Panel will be informed of any decisions, in line with Conflicts of Interest policy.</p>
14	To add subcontractors to delivery plans within year upon request annually	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Expertise regarding due diligence and strategic appropriateness is available from the AEB Performance Group.</p> <p>In accordance with the Funding Rules which outline strict requirements regarding subcontracting practice.</p> <p>Responsiveness required in year to ensure delivery timescales are met</p>
15	To approve subcontracting where not already approved under current ESFA regulations. ESFA guidance available <a href="#">here.</a>	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Expertise regarding due diligence and strategic appropriateness available from the AEB Performance Group. Funding rules outline requirements regarding subcontracting practice.</p> <p>Responsiveness required in year to ensure delivery timescales are met.</p>

16	To make minor technical or process driven amendments to the Funding Rules in line with strategic direction set by the Combined Authority.	Sub delegated from the Managing Director to the Director of Employment & Skills / Head of Employment and Skills	<p>Any amendments must remain in accordance with the AEB Strategy, as approved by the Combined Authority.</p> <p>Swift decisions needed to minimise any impact of responsiveness on delivery – decisions are predominantly technical, and process driven.</p>

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **Levelling Up White Paper**

**Director:** Alan Reiss, Director of Strategy, Communications and Policing

**Author:** Liadan Buggy, Policy 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## 1. Purpose of this report

- 1.1 To provide Combined Authority members with information about the implications of the Government's Levelling Up White Paper for the region.

## 2. Information

### Levelling Up White Paper

- 2.1 On 2 February 2022, Michael Gove, the Secretary of State for the Department of Levelling Up, Housing, and Communities, unveiled their flagship Levelling Up White Paper 'setting out a plan to transform the UK by spreading opportunity and prosperity to all parts of it'.
- 2.2 In summary, the White Paper does not give a definitive definition of 'Levelling Up' rather a narrative of productivity potential, and a mission to improve standards of living where areas have been lagging behind. Government sees levelling up as a commitment to address long-term challenges. At the centre of the White Paper are 12 'Missions' (appendix 1) to be achieved by 2030. The paper claims quantifiable metrics will underpin policy objectives to achieve levelling up, and therefore will be possible to track and monitor by local places. They will be given status in law in a Levelling Up and Regeneration Bill.

- 2.3 The White Paper announcement fell short of additional or forthcoming funding beyond what was already announced at the Spending Review in the Autumn 2021. The ambition of a mission-led approach with medium-term targets and objectives to 2030 is welcome, and there is commonality between the objectives it sets and the challenges in West Yorkshire.
- 2.4 The evidencing metrics are being investigated and reviewed by the Combined Authority's Research and Intelligence function, considering which indicators already feature in our State of the Region approach, and which additional supplementary indicators will be reported. There are a few points of note:
- Many of the indicators are already contained within the existing State of the Region indicator bank
  - Some indicators do not directly align with the CA's core priorities (although they reflect general socio-economic performance) e.g. health
  - A number of the indicators cannot currently be measured at a West Yorkshire level, e.g., R&D, although there is an intention on the part of government to make more data available in the future
  - Others can be measured at a sub-regional level, but the robustness of the data is currently poor, e.g., well-being indicators.

### **Key messages**

- 2.5 **Systems reform:** Government will reshape decision making as part of a new system of governance to deliver the long-term objectives. This includes detail of how further devolution will contribute to the core principles of Levelling Up, in summary:
- A new **Devolution Framework** for England to ***deepen devolution*** in a tiered approach that is clear and consistent
  - The proposed direction of travel for devolution deals across England seem set to follow and build on the model we have in West Yorkshire
  - There may be 'scope to negotiated further powers', however, the devolution Framework table of powers provided in the White Paper does not offer much additionality to the powers currently held.
  - The strong private sector voice provided by LEPs will continue to play a crucial role in levelling up, supporting local businesses and the local economy (the Combined Authority's committee restructure has already taken steps to further integrate the private sector voice in the MCA)
  - The blueprint for further devolution will take time but the Combined Authority will seek every opportunity to feed into the process
  - Accountability will be improved with a statutory obligation on the UK Government to report annually on progress towards meetings the 'missions', and those reports will be subject to scrutiny by the public and Parliament
  - A new Levelling Up Advisory Council will be a part of overseeing the Government's levelling up 'missions' supporting Ministers with independent advice
  - Local places, including MCAs, will be empowered to have better information about their own performance and that of others

- 2.6 **Funding:** The White Paper makes the case that in order to secure better outcomes in places **government policy and associated funding needs to be better coordinated and the current fragmentation removed**, and a further review of formula-based spending to ensure funding is targeted where most needed. This is welcomed, however there is little detail regarding how this will be done and there are already examples of where flexibility has not been given such as on the Brownfield Housing funding. It remains to be expected that there will continue to be some aspect of competitive bidding to some funding pots for MCAs, subject to a wider review which the Combined Authority will continue to feed into.
- 2.7 We continue to await the UKSPF allocation methodology and will update the Combined Authority once this is known. It is proposed that the majority of UKSPF will be delivered and devolved to MCAs and will focus principally on 'Building Pride in Place,' under three broad pillars: Communities and Place; People and Skills; Supporting local businesses. However, not every part of England will receive as much UKSPF as European Structural and Investment Funds (ESIF).
- 2.8 **The Policy Programme** sets out four objectives against which the 12 missions will deliver:
- Boost productivity, pay, jobs and living standards by growing the private sector
    - Focus areas: Living Standards, Research and Development, Transport Infrastructure and Digital Connectivity
  - Spread opportunities and improve public services, especially in those places where they are
    - Focus areas: Education, Skills, Health, and Well-being
  - Restore a sense of community, local pride, and belonging, especially in those places where they have been lost
    - Focus areas: Pride in Place, Housing and Crime
  - Empower local leaders and communities, especially in those places lacking local agency
    - Focus areas: Local Leadership
- 2.9 Opportunities for West Yorkshire are evident across the Policy Programmes areas of focus, these include:
- 2.10 Innovation
- It is disappointing that WY has not been included as an Innovation Accelerator, but involvement and conversations will be pursued to better understand roles and the important detail, building on the LCR *Innovation Deal*.
- 2.11 Housing and Regeneration
- 20 places in England to be transformed through an ambitious regeneration programme. Sheffield and Wolverhampton have been announced, but there is no detail on the other 18 areas. It is understood that there is a long list of places that Government will prioritise based on criteria such as

productivity. It is anticipated that, at a minimum for West Yorkshire, Bradford may be part of this programme.

- Homes England will partner with local leaders, the private sector and community groups to turbocharge regeneration and deliver new housing, health and education and leisure facilities, roads, and railways.
- £120 million for Mayoral Combined Authorities will deliver 7,800 homes in the North and Midlands on disused brownfield land. WY to be allocated £22m over three years – same criteria as the current Brownfield Housing Fund. Additional spend for additional deliverable sites within the same timescales as current fund will be extremely challenging.
- The Government will also launch a £1.5bn Levelling Up Building Fund, providing loans to small and medium-sized builders and developers to deliver 42,000 homes with the vast majority going outside London and the South East.

## 2.12 Transport

- £3bn allocated to transforming buses which is a re-announcement. The Bus Service Improvement Plans are not included but references different projects across the country.
- Refers to significant bus transformation in West Midlands and other MCAs including major rapid priority schemes and fares improvements in West Yorkshire.
- In MCA areas, the UK Government will provide new powers of direction to increase mayors' control over Key Route Networks.
- Suggests CRSTS 'will simplify the funding landscape, increasing long-term funding certainty and giving city regions flexibility to develop long-term strategies' and also that they 'reinforce local leaders' responsibility for local transport. Mayors will design their plans based on their areas' needs and opportunities and be held to account on their delivery.' Includes the re-announcement of the £830m.
- The UK Government will also explore transferring control of taxi and private hire vehicle licensing to both combined authorities and upper-tier authorities.

## 2.13 Skills

- 55 cold spots where school outcomes are the weakest will receive targeted investment as 'Education Investment Areas'. This includes Bradford, Leeds, Kirklees, Wakefield but not Calderdale.
- Each region will have a 16-19 maths school. A new maths school will be opened in Leeds
- Additional £550m for skills bootcamps for adults, including access to the courses for prisoners as part of a new trial.
- New digital entitlement for adults with low or no digital skills to be introduced [additional to new AEB digital entitlement]. Local Digital Skills Partnerships (LDSP) to remain the partnership model. West Yorkshire is one of 7 current LDSPs
- The previously piloted, employer-led Local Skills Improvement Plans (LSIPs) will now be rolled out across England. Employers, convened by



employer representative bodies, will work with providers, MCAs, and other stakeholders to develop LSIPs. The Government is also legislating to the LSIPs on a statutory footing.

#### 2.14 Health

- Opportunities will be explored for MCAs to take on a duty to improve the health of their residents, concurrent with the existing duty of their constituent upper-tier councils.

#### 2.15 Police and Crime

- £50m Safer Streets Fund invested every year to Police and Crime Commissioners, local authorities, and civil society organisations.
- 10-year Drugs Strategy (working with local authorities of 10-20 areas most affected by neighbourhood crime).

#### 2.16 Culture

- A commitment to direct more culture investment outside London including a priority for National Portfolio Organisations to deliver a more even distribution across the regions. A national Creative Sector Vision will be published later this year.

### **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 There are no equality and diversity implications directly arising from this report.

### **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 There are no staffing implications directly arising from this report.

### **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That members note the content of the paper and the opportunities for West Yorkshire, including:
- The opportunity for West Yorkshire to be next in line as an area for an Innovation Accelerator as detailed in para 2.10.
  - The opportunity and expectation that, at a minimum for West Yorkshire, Bradford may be included as one of the 20 places identified as a priority place for regeneration, as detailed in para 2.11.

## **11. Background Documents**

- 11.1 There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – ‘12 Missions’ in the Levelling Up White Paper

## Appendix 1: Twelve Missions

### The 12 Missions to Level Up the UK:

1. By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
2. By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
3. By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
4. By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
5. By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
6. By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
8. By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
9. By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
10. By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.
11. By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
12. By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

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**Report to:** Combined Authority

**Date:** 17 March 2022

**Subject:** **Business Planning and Corporate Objectives**

**Director:** Ben Still, Managing Director

**Author:** Alice Rowland, Interim Corporate Planning and Performance 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 seek final approval for the Combined Authority's 2022/23 Business Plans.
- 1.2 To seek endorsement for the Combined Authority's proposed revised corporate objectives, which have been updated following consultation.

## 2. Information

### 2022/23 Business Plans

- 2.1 The Combined Authority has received regular updates throughout the business planning process. The organisation's business plans have been developed in parallel with the Combined Authority's budget for 2022/23. The budget was signed off at the Combined Authority meeting on 3 February 2022, where the draft Corporate Plan on a Page and Directorate Business Plans on a Page were also considered. Each plan on a page also has a more detailed document underpinning it which clearly sets out each directorate's priorities and outputs for the year ahead.
- 2.2 Following initial endorsement at the Combined Authority meeting on 3 February, the business plans have been refined further to ensure that equality,

diversity and inclusion implications are fully embedded within the plans to achieve the best outcomes for the people, communities and businesses of West Yorkshire. This is in line with the Combined Authority's EDI vision, statement and framework to meet the standards set out in the Local Government Equality Framework. In addition, the high-level Corporate Plan on a Page has been refined to incorporate the proposed updated corporate objectives, which are set out in further detail below. The final draft plans are included in **Appendix 1** to this report. These drafts were also reviewed by Finance, Resources and Corporate Committee on 3 March and the Committee's feedback is incorporated into these final versions which are presented for Combined Authority sign off.

### Corporate Objectives

- 2.3 At the Combined Authority meeting on 3 February, the committee noted the ongoing work to review the organisation's existing corporate priorities to reflect the expanded focus and remit of the organisation. A comprehensive consultation has now been done on the proposal, including with Finance, Resources and Corporate Committee members and with Combined Authority staff.
- 2.4 Overall the feedback received through the consultation was in positive support for the intent and ambitions of the objectives, and the need to revise them.
- 2.5 The majority of staff comments put forward in the workshops and survey responses include constructive suggestions about the use of verbs to articulate the importance we are placing on the role we take in the region, but also on ensuring that the language we use is accessible and most meaningful to our staff, partners, customers and communities. This included revising the collective reference of the statements from what were originally referred to as *corporate priorities*, to now *corporate objectives*.
- 2.6 Finance, Resources and Corporate Committee provided similar comments regarding the importance of the corporate objectives being clear and enabling staff to take ownership of these, including a clarity of understanding around how their own role contributes to the achievement of the objectives. Further comments were raised around the importance of linking the objectives together with a cohesive vision and narrative for West Yorkshire which is co-developed and owned with partners, and work to develop this is underway.
- 2.7 The proposed revised corporate objectives are as follows:
- Creating an accessible, clean and customer focussed transport system
  - Building a sustainable, nature rich and carbon neutral region
  - Enabling a diverse, skilled workforce and accessible learning for all
  - Empowering our communities, towns and cities to thrive
  - Championing culture, sport and creativity
  - Driving economic growth and innovation to enable good jobs
  - Supporting community safety and accountable, proactive policing

- 2.8 The first six of these new corporate objectives are supported by a corresponding Combined Authority committee and investment priority. The policing and crime objective is supported by the Deputy Mayor for Policing and Crime and has a separate Policing Budget.
- 2.9 The corporate objectives are underpinned by four cross cutting aims:
- Embedding equality, diversity and inclusion
  - Tackling the climate emergency
  - Growing an inclusive economy
  - Offering great customer service – as a result of the consultation, this fourth cross cutting aim has been added better reflect the Combined Authority's role and impact across the region
- 2.10 **Appendix 1** sets out the Combined Authority's Corporate Plan on a Page for 2022/23 and how the revised corporate objectives align with the mayoral pledges and drive the organisation's key deliverables for the year ahead.

### **3. Tackling the Climate Emergency Implications**

- 3.1 Tackling the Climate Emergency is a key organisational objective and details on how the organisation will contribute on an annual basis to our long-term commitment to lead by example in having net zero emissions by 2038 and have a positive impact on environment and nature through our work, investment and funding, are referenced in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. In the revision of the corporate objectives, tackling the climate emergency will be strengthened and remain at the forefront.

### **4. Inclusive Growth Implications**

- 4.1 Enabling Inclusive Growth is a key corporate objective and therefore measures on how the organisation aims to achieve this, are set out in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. One of our key objectives is to deliver our Inclusive Growth Framework in order to reduce inequalities in our communities. Inclusive growth will remain embedded throughout the revision of the corporate objectives.

### **5. Equality and Diversity Implications**

- 5.1 As set out in the report, the business plans have been updated to ensure that equality, diversity and inclusion is embedded throughout. This forms part of the Combined Authority's wider action plan which aims towards achieving excellence against the Equality Framework for Local Government.

### **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report. The business plans have been developed in parallel with the 2022/23 budget

setting process, and this was set out comprehensively in the Budget and Business Planning report to the Combined Authority's meeting on 3 February 2022.

## **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.

## **9. External Consultees**

9.1 No external consultations have been undertaken. The proposed revised corporate objectives have been shaped by extensive consultation with staff and the Finance, Resources and Corporate Committee.

## **10. Recommendations**

10.1 That the Combined Authority approves the 2022/23 business plans.

10.2 That the Combined Authority endorses the revised corporate objectives and cross cutting aims.

## **11. Background Documents**

Budget and Business Planning Paper – Combined Authority 3 February 2022

## **12. Appendices**

Appendix 1 – 2022/23 Business Plans



WEST YORKSHIRE COMBINED AUTHORITY CORPORATE PLAN ON A PAGE 2022/23 – (DRAFT)

CORPORATE OBJECTIVES	EMPOWERING OUR COMMUNITIES, TOWNS & CITIES TO THRIVE	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSSED TRANSPORT SYSTEM	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	CHAMPIONING CULTURE, SPORT & CREATIVITY	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	ENABLING A DIVERSE, SKILLED WORKFORCE & ACCESSIBLE LEARNING FOR ALL
MAYORAL PLEDGES	Build 5000 sustainable homes including council houses and affordable homes.	Tackle the climate emergency and protect our environment.	Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses.	Put women & girls at the heart of my policing plan. Recruit 750 more frontline police officers and staff to fight crime.	Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy.	Support local businesses and be a champion for our regional economy. Appoint an Inclusivity Champion to work to ensure that the region’s recovery benefits us all.	Create 1,000 well paid, skilled jobs for young people. Prioritise skills & training to ensure everyone has the skills to secure work.
51 DELIVERABLES FOR 2022/23	<p>Progress delivery of 5,000 sustainable affordable homes including through Brownfield Housing Fund.</p> <p>Build an investable housing pipeline building on strategic partnerships.</p> <p>Develop a West Yorkshire Housing Strategy approach to regional strategic planning.</p> <p>Activity on urban design to raise quality of places.</p> <p>Bring equality into housing policy development, inc. Dementia Ready Taskforce.</p> <p>Accelerate work on Spatial Priority Areas.</p> <p>Secure funding to achieve accelerated delivery of digital infrastructure.</p>	<p>Deliver early priorities of Climate &amp; Environment Plan.</p> <p>Scale up retrofit activity through establishment of Better Homes Hub and use pilots inc. Social Housing Decarbonisation Fund and CRF.</p> <p>Build and launch Net Zero Region Accelerator. Produce West Yorkshire Nature Recovery Strategy and action plan.</p> <p>Refresh of Flood Review to align with Climate &amp; Environment Plan and Net Zero ambitions.</p> <p>Develop business case for Business Flood Recovery &amp; Resilience Grants Programme.</p> <p>Complete delivery of the Retrofit Hub pilot.</p>	<p>Deliver Bus Service Improvement Plan, progress bus reform to ensure communities are connected to opportunities. Increase number of zero emission buses.</p> <p>Further develop Mass Transit Programme.</p> <p>Publish Rail Strategy &amp; make the case for improvements. Secure CRSTS funding &amp; commence delivery.</p> <p>Continue delivery of existing programmes eg TCF &amp; TF. Refresh Transport Strategy &amp; develop pipeline of transport infrastructure based on assessment by need.</p> <p>Ensure bus network provides connectivity for key communities. Make enhancements to the MCard app, rollout colour coded network maps, and contactless capping on all buses.</p>	<p>Publish new Police and Crime Plan with strategies, performance framework and partnership governance structures.</p> <p>Work across the partnership to improve outcomes for victims and survivors of Domestic and Sexual Abuse and Violence, including criminal justice outcomes.</p> <p>Commission targeted services to improve community safety and support victims.</p> <p>Publish an evidence-based violence reduction response strategy.</p> <p>Tackle and reduce serious crimes by identifying and responding to these through the Violence Reduction Unit.</p>	<p>Work with partners to refresh the cultural framework to develop and prioritise the regional programme on culture and heritage.</p> <p>Develop an approach and support festivals and events through years of culture.</p> <p>Shape a pipeline of interventions for Creative New Deal.</p> <p>Grow Creative &amp; Digital Sector through the Creative Digital Catalyst Programme.</p> <p>Progress British Library North project.</p>	<p>Launch new £20m Business Accelerator Fund.</p> <p>Deliver Business Productivity Programme and entrepreneurship programme.</p> <p>Refresh Growth Service.</p> <p>Implement actions from Innovation Framework and the Health Tech Strategy.</p> <p>Inclusivity Champion appointed into post and programme in delivery.</p> <p>Deliver innovation support projects for competitive advantage, innovation festival and Mayoral challenge competition.</p> <p>Deliver more business start-ups through entrepreneurship ladder of enterprise programme.</p>	<p>Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.</p> <p>Implement the Employment and Skills Framework, including a Digital Skills Plan.</p> <p>Deliver and commission AEB budget to achieve better outcomes for learners.</p> <p>Support people to access employment opportunities.</p> <p>Work with schools &amp; colleges to improve attainment ambition of young people.</p> <p>Work with policy to influence the wider skills system.</p>
ENABLERS	OUR VALUES Working together Positive about change Easy to do business with Working intelligently Championing our region	PEOPLE Continue to modernise HR policies and process to improve diversity, recruitment, learning and development, wellbeing support and flexible deployment models. Work towards becoming organisation more representative of our region.	PARTNERSHIPS Work in partnership to develop a shared WY Vision. Work in partnership with local, regional and national partners to promote West Yorkshire and deliver outcomes. Work to understand and meet the needs of communities.	SYSTEMS Deliver and embed ICS to transform HR, finance and payroll system. Digitise key processes to improve efficiency .	RESOURCES Planned revenue spend for 2022/23 in total £232m and £287m planned spend on capital investments. 704 FTE staff.	OUR DIRECTORATES Corporate & Commercial Services Delivery Directorate Economic Services Policy & Development Strategy, Comms & Policing Transport & Property Services Mayor’s Office	
KEY RISKS, ISSUES AND ASSUMPTIONS Ongoing financial implications of Covid-19 recovery and Brexit   Climate emergency and embedding carbon reduction in our work   LEP Review   Government re-centralisation of decision making   Levelling up White Paper and implications   Further embedding revised committee structure to support delivery   Ensure EDI is embedded in all we do   Ongoing challenges of recruitment and resourcing within the CA and partners				OUR FRAMEWORK FOR SUCCESS IS SET OUT IN OUR ANNUAL STATE OF THE REGION REPORT AND MONITORED THROUGH OUR <a href="#">DASHBOARD</a>			

# CORPORATE AND COMMERCIAL SERVICES PLAN ON A PAGE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

Enabling our customers to deliver – working together to provide support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

## SERVICES

### FINANCE

Delivering a high-quality financial service, providing professional knowledge, advice and expertise.

### HUMAN RESOURCES

Enabling and supporting the organisation to manage and get the best out of its human resource and have the right people in the right place at the right time, through robust HR policies, procedures and arrangements.

### COMMERCIAL

Driving a focus on maintaining and increasing income and maximising value for money, by ensuring quality outcomes that deliver financial and social benefits through our commercial activities.

## PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Continue to deliver a wide range of business as usual financial services, including paying staff/suppliers, collecting debt, bank/treasury management and budget planning/monitoring.
- Ensuring strong internal financial controls, meeting statutory deadlines, delivering audited annual accounts and embedding further financial partnering support to directorates.
- Implement new Integrated Corporate Systems (ICS), whilst maintaining service delivery.
- Developing an enhanced approach to capital and revenue funding streams.

- Continue to modernise HR policies and process to improve diversity, recruitment, learning and development, wellbeing support and flexible deployment models and create an inclusive organisational culture.
- Implement updated and revised terms and conditions of employment across the workforce.
- Implement a new HR system (ICS) and harness the benefits that will bring in digitising process and production of better management information.
- Increase resourcing capacity through changes to our organisational design.

- The team will deliver the commercial pipeline and provide central commercial support as appropriate. Additionally, we will:
- Improve contract management outcome
  - Increase social value benefits, including EDI .
  - Implement Supplier Relationship Management.
  - Finalise and implement category wide procurement solutions.
  - Create and implement a plan for further Commercialisation of the organisation.
  - Amend rules, policies and procedures to reflect a more integrated organisation and any legislative changes.

## SERVICES

### ICT SERVICES

Delivering a modern, secure, and highly reliable technology service.

### LEGAL AND GOVERNANCE

Providing strategic and operational expert support and advice within a framework of good governance, transparency, and compliance.

### INTERNAL AUDIT

Providing assurance and advice on the effectiveness of internal controls, governance, and risk management.

## PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Deliver an inclusive, accessible high-quality customer centric technology service.
- Manage a modern, secure and reliable IT infrastructure.
- Improve cyber security, emergency resilience and risk management.
- Support and technical management of the Yorkshire wide real time information system with benefits realisation.
- Websites technical management and development.
- Undertake a full organisational design of ICT Services.
- MCA Digital programme to transform migration of storage into Cloud, new call centre systems, digitisation of processes.

- Provide legal support to the Authority in respect of all its functions inc. key projects, commercial activity and in respect of the Mayor's policing and crime functions.
- Oversee and steer the governance of the Authority and ensure effective, accountable, and transparent decision making.
- Play a key role in shaping the compliance agenda including the Information Management Strategy and EDI, driving up high standards of governance and regulatory/IG compliance.
- Continue to develop our business offer to the Combined Authority.

- Deliver an annual risk based assurance programme, ensuring sufficient breadth and scope to be able to provide an opinion on the effectiveness of controls, governance, and risk management for the plan year.
- Continue to provide advice and guidance to help the business to build in effective controls including helping to identify opportunities to strengthen EDI plans and to measure progress against the equalities framework.
- Provide grant certification where this is a requirement.
- Provide counter fraud, anti-money laundering and whistleblowing support to the organisation.

## OUTPUTS

New integrated corporate systems for finance, HR and payroll supporting efficient and effective ways of working and providing improved and more accessible management information, including of EDI data.  
High standards of compliance, governance, transparency, and accountable decision making.  
Unqualified audit opinion on annual accounts, value for money and effectiveness of the internal control environment.  
Improvements in cybersecurity, recruitment outcomes, learning and development outcomes and better commercial outcomes from our procurements.  
Consistent expert and professional support and advice to the business on all corporate and commercial matters including review and provision of corporate policies.

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

Gross Expenditure	£9.55m
Capital Recharges	£1.78m
Grant/Other Income	N/A
Net Expenditure	£7.77m

### OUR TOOLS AND SUPPORT

Revised staffing structures and additional resource required for most teams to ensure demand for support can be met.  
Support from other directorates on the ICS project to implement a new HR/Finance/Payroll system.  
Constructive working relationships with trade unions.  
Support from internal comms to ensure the changes are communicated to the organisation and to deliver budget engagement.

### OUR KEY INTERFACES

In order to ensure sufficient resource, we need early articulation of the pipeline of work needed by the organisation, with greater involvement in project development and funding bids to drive better outcomes and VfM.  
Key support services within our directorate regional and national network.

## HOW WE WILL IMPROVE OUR SERVICE

Further improve our client focussed approach through embedding customer charters and enhanced commercial advice | The introduction of new integrated corporate systems will support more efficient ways of working and provide improved management information to drive performance and accountability.



POLICY AND DEVELOPMENT PLAN ON A PAGE 2022/23 (DRAFT)

DIRECTORATE PURPOSE

We lead thinking, developing compelling policies, strategies and programmes to transform the region as a safe, inclusive, zero carbon economy and support the region to recover from Covid-19; securing the investment and powers to put those policies into action by understanding the region’s needs and championing the region’s interests locally, nationally and internationally.

SERVICES

TRANSPORT POLICY

To develop transformative evidence-based policies, strategies and interventions and securing funding where needed, to create an efficient, sustainable and effective transport system.

BUSINESS, INNOVATION, SKILLS AND CULTURE POLICY

To develop transformative policies and strategies and interventions and securing funding where needed, to drive a clean and inclusive regional economy.

PLACE AND ENVIRONMENT POLICY

To develop transformative policies and strategies for our places and the environment and to secure funding where needed, to drive a clean and inclusive regional economy.

PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Through the Bus Service Improvement Plan secure funding to create a more inclusive, safe and sustainable service for passengers and progress business case for bus reform.
- Agree governance and resourcing for Mass Transit and start work on outline business cases.
- Through the Rail Strategy make the case for, and influence the design of, rail service changes, Transpennine Route Upgrade, Northern Powerhouse Rail, HS2 and the transition to the Great British Railways.
- Provide excellent policy advice on transport, shaping a regional approach that can influence the national agenda.
- Refresh the Transport Strategy and finalise the Connectivity Strategy.
- Further develop the transport pipeline to be ready for future funding opportunities using principles in the Connectivity Strategy to prioritise including inclusivity and environment.
- Further development of transport decarbonisation policies and projects to support better health outcomes.
- Develop cycling and walking plans into projects to support safer, healthier and more accessible active travel options.
- Implement Shared Transport Strategy short term actions to support a more inclusive transport system and promote shared and public transport use.

- Provide excellent policy advice on business, innovation, skills and culture, shaping a regional approach that can influence the national agenda.
- Develop a pipeline of new skills and business interventions that meet our strategic needs and address the challenges of the region.
- Our pipeline will be underpinned by EDI principles & ensure that all communities will have access to skills and business support, regardless of their background. We will consult with communities and businesses.
- Building on the strategies we have in place for Economic Recovery, supporting business productivity, Innovation & R&D and Community Wealth, develop our business support interventions and secure funding for their delivery.
- Implement the actions identified in the Innovation Framework and the Health Tech Strategy.
- Implement the Employment and Skills Framework, including a Digital Skills Plan.
- Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.
- Develop and implement a Creative New Deal and shape interventions to deliver it, embracing the rich and diverse communities of West Yorkshire.

- Continue to work with partners to deliver 5,000 affordable and sustainable homes.
- Plan and deliver the first priorities of the West Yorkshire Climate and Environment Action Plan, including a Net Zero Region Accelerator.
- Provide excellent policy advice on place and environment shaping a regional approach that can influence the national agenda and secure funding.
- Development of place and environment pipelines and proposals for future funding.
- Develop approach to regional strategic planning in the context of national planning reforms.
- Delivery of urban design programme to raise the quality of places, improving health and building in equality to create more inclusive spaces.
- Delivery of Flood Review recommendations and building a case for additional investment.
- Develop case for additional funding and accelerated delivery of digital infrastructure.

OUTPUTS

Create delivery plans for existing strategies and further policy agreed in areas where a new or updated approach is needed and to influence national agenda – including cross-cutting work to map and influence regional economic trends, their spatial consequences and implications for interventions.  
A more developed partnership approach across each priority area, building on and adapting existing arrangements and relationships with Districts and wider partners and the set up of the specific Mayoral groups (Green Jobs Taskforce, Manufacturing Taskforce, Dementia Ready Taskforce) & as part of Equality Impact Assessments, engage/consult with diverse and representative community & business groups  
Delivery plans across the Mayoral pledges and new pipelines created for each investment priority area to shape the use of local funding and to be ‘bid-ready’ for future funding.

RESOURCES (WHAT WE NEED)

OUR BUDGET

Gross Expenditure	£6.06m
Capital Recharges	£0.86m
Grant/Other Income	£0.57m
Net Expenditure	£4.62m

OUR TOOLS AND SUPPORT

Strong partnership working internally and with partners to co-produce outputs including with diverse business representatives and community groups.  
Suite of analysis tools with greater requirements for transport modelling and commercial input.  
Consultancy support across policy and business case development.  
Additional resource is being planned for a number of teams to support delivery.

OUR KEY INTERFACES

Transport Services, Economic Services and Delivery to help shape policy and early stages of schemes.  
Strategy, R+I, Comms and Policing - evidence and promote work and to ensure maximising synergies with Policing  
Corporate Services - particularly Procurement. Legal and Finance for all programmes, & HR for recruitment/retention, L+D.  
Partner Local Authorities; Government and agencies, regional bodies, third sector, universities.  
Private sector and business intermediaries.  
Colleges, private training providers and community groups.

HOW WE WILL IMPROVE OUR SERVICE

Learn from others, for example utilising membership and connections through District Partners, Urban Transport Group and others | Continue to work closely with partners and ensure roles and responsibilities are clear. | Better working relationships with government | Further embedding equality and diversity into the policy development cycle | Co-development of proposals with partners.

# STRATEGY, COMMUNICATIONS AND POLICING DIRECTORATE PLAN ON A PAGE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

We lead thinking, developing compelling policies, strategies and programmes to transform the region as an inclusive, safe, zero carbon economy and supporting the region to recover from Covid-19; delivering services to keep communities safe and support victims; securing the investment and powers to put those policies into action; monitoring the performance and impact of the economy and evaluating delivery; and championing the region's interests locally, nationally and internationally.

## SERVICES

### STRATEGY

To lead the development of cross-cutting strategy and policy, coordinate delivery of the Single Investment Fund, coordinate planning and performance across the organisation, and support the Combined Authority to become more diverse and inclusive.

### RESEARCH & INTELLIGENCE

To provide a best-in-class data and intelligence service to enable informed and strategic decision making, report on the performance of the region, and efficient monitoring and evaluation, with an emphasis on improving visibility and use of data relating to equality, diversity and inclusion.

### COMMUNICATIONS & MARKETING

To enhance the reputation of the Mayor and Combined Authority, promote public transport, active travel and economic services, to enable positive, inclusive engagement with our communities and partners and to promote our region, nationally and internationally.

### POLICING & CRIME & VRU

To assist the Mayor to hold the Chief Constable to account for an efficient, effective and representative police service on behalf of our communities, working in partnership to improve policing, community safety and criminal justice outcomes and addressing serious violence through the Violence Reduction Unit (VRU).

## PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Develop a compelling shared West Yorkshire Vision in agreement with partners.
- Develop and embed an Equality, Diversity and Inclusion Action Plan across the organisation to support delivery of the organisational EDI vision.
- Increased focus on performance reporting across the organisation and better embed EDI within this, in line with the Equality Framework for Local Government.
- Embed Single Investment Fund and Strategic Assessment.
- Lead on the strategy and implementation of UKSPF and UKCRF.
- Launch Fair Work Charter and appoint Inclusivity Champion.
- Manage and lead on developing key national and regional relationships, inc. M10, NP11, Yorkshire Leaders Board, Universities, etc.
- Develop Health and Economy Strategy.

- Report on West Yorkshire Covid recovery to inform policy and strategy.
- Deliver consistent evidence reports to committees to improve member oversight.
- Deliver evaluation to ensure that longer term impacts of the Combined Authority's work are captured and communicated.
- Strategically assess new proposals.
- Develop Strategic Transport Modelling function.
- Develop the Combined Authority's transport analytics capacity and evidence base to deliver high quality intelligence on transport demand and mode choice.
- Embed Carbon Impact Assessment in the Assurance Framework.
- Publish the State of the Region Report 2022 building on the report in 2021.
- Roll out a suite of self-service intelligence tools to support internal and external clients and partners.

- Develop a strong proactive function to amplify and ensure the Mayor's messages reach required audiences, inclusively.
- Provide a high quality, responsive, inclusive, consultation and engagement function, including the Tell Tracy programme.
- Deliver a transport marketing programme focussed on behavioural change to encourage public transport use and active travel, especially in underrepresented groups.
- Deliver an economic growth marketing programme focussing on trade and investment; business growth; skills and employment.
- Review and implement revised organisational branding to improve recognition and reinforcement.
- Deliver a programme of high-quality events engaging our broad spectrum of audiences.
- Establish a programme of qualitative surveys to create a baseline understanding of the views of WY citizens (with R&I)

- Assist and advise the Mayor with holding the Chief Constable to account for the exercise and performance of their functions and the delivery of the new Police and Crime Plan.
- Commission and co-commission targeted services to increase community safety & support victims of crimes.
- Provide strategic financial oversight to ensure appropriate use of policing budget.
- Ensure meaningful and inclusive engagement on national policing and crime issues.
- Advise the Mayor on the transition of the National Police Air Service to a new policing body.
- Advise and assist the Mayor with her statutory responsibilities in relation to police complaints.
- Through the Violence Reduction Unit, identify, understand and respond to, tackling and reducing serious violence/achieving Home Office targets for 2022-2023, working with partners to develop a Sustainability Plan.
- Work with community safety and criminal justice partners to ensure joined up local priorities.

## OUTPUTS

- Deliver new vision and strategy for West Yorkshire.
- Launch Fair Work Charter and appoint Inclusivity Champion.
- Lead strategy and implementation of UKSPF.

- State of the Region Report.
- Transport Models.
- Embed Carbon Impact Assessment in the Assurance Framework.

- Deliver Mass Transit consultation.
- Deliver transport and economic marketing programme.
- Revise organisational brands.

- Publish new Police and Crime Plan with strategies, performance framework and partnership governance structures.
- Commission targeted services to improve community safety and support victims.
- Publish an evidence-based violence reduction response strategy.

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

	Strategy & Comms	Policing
Gross Expenditure	£2.83m	£14.78m
Capital Recharges	£0.62m	£0
Grant/Other Income	£0.27m	£13.09m
Net Expenditure	£1.93	£1.69m

Gross Expenditure	£2.83m	£14.78m
Capital Recharges	£0.62m	£0
Grant/Other Income	£0.27m	£13.09m
Net Expenditure	£1.93	£1.69m

### OUR TOOLS AND SUPPORT

Strong partnership working internally and with partners to co-produce outputs  
Comms analytics, GIS, Community Alerts  
Additional resource / service redesign are being planned for a number of teams  
Equality Framework for Local Government and associated guidance

### OUR KEY INTERFACES

Work in partnership with Policy and Development to inform and promote policy and programmes.  
Corporate Services - particularly Procurement. Legal and Finance for all programmes, & HR for recruitment/retention, L+D  
Partner Local Authorities; Government and agencies, regional bodies, third sector, universities, private sector, community groups. Inform and communicate work of all Directorates

## HOW WE WILL IMPROVE OUR SERVICE

Co-development and production of proposals with partners | Development of communications planning and joint working to support teams and committees across the organisation | Organisational design – e.g. reshaping and expansion in communications; and development of strategy function to improve organisational strategy and planning | Better working relationships with government | Further embedding equality and diversity in the organisation through embedding of policies and internal communications.



# ECONOMIC SERVICES DIRECTORATE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

Diverse people and communities will benefit from access to job and training opportunities, improved health and a clean environment.

Businesses will benefit from sustainable economic growth

## SERVICES

### BUSINESS SUPPORT

Deliver inclusive and sustainable business growth for all.

### EMPLOYMENT AND SKILLS

Raise skills levels to create more and better jobs.

### TRADE AND INVESTMENT

Attract inward investment and increase exports.

## PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Enable business recovery, resilience & growth. Post Brexit and Covid.
- Deliver business productivity programme for SME manufacturers informed by Mayoral taskforce.
- Refresh the business Growth Service model focusing on reaching more diverse SMEs.
- Deliver business efficiency projects towards net zero encompassing circular economy and active travel.
- Deliver innovation support projects for competitive advantage, innovation festival and Mayoral challenge competition.
- Deliver more business start-ups through entrepreneurship ladder of enterprise programme.
- Launch new £20m Business Accelerator Fund.

- Deliver and commission inclusive AEB budget to achieve better outcomes for learners aligned to economic need.
- Support diverse people to access employment opportunities and or retrain and consider self-employment.
- Improve attainment ambition and destinations of disadvantaged young people by working with Schools & Colleges.
- Provide opportunities for businesses to engage with the education system.
- Influence the wider skills system working with Policy and develop inclusive new initiatives to meet Mayoral pledges and economic need.

- Key Account Management with the region's largest employers. Focussed on economic recovery and promoting community focussed and empowered economy, contributing to inclusive growth.
- Identify, attract and secure inward investment into the region. (FDI, Funds, R&D).
- Encourage and support more businesses to sell their products and services in international markets.
- Raise the international profile of the region economic opportunities via industry fora.
- Grow Creative & Digital Sector through the Creative Digital Catalyst Programme.

## OUTPUTS

- Businesses supported light-touch (less than 3 hours).
- Businesses supported intensive (3 hours +).
- New jobs created / safeguarded.
- Private sector match leveraged.

- Number of learners upskilled.
- Number of businesses supported to engage with education.
- Number of Schools and Colleges progressing towards Gatsby benchmarks of good careers guidance.

- Number of new exporters.
- Number of new inward investments.
- New Jobs created/ safeguarded.

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

Gross Expenditure	£83.46m
Capital Recharges	£0.88m
Grant/Other Income	£82.12m
Net Expenditure	£1.25m

### OUR TOOLS AND SUPPORT

People – Corporate & Commercial Services, Policy, Research.

Process – Project Appraisals, Procurement, Contract Management, monitoring and evaluation

Technology – CRM, Power BI, InTend, FAME, Proactis, AEB

Equality Impact Assessments

### OUR KEY INTERFACES

Financial & Commercial Services.

Strategy & Policy.

Partner Local Authorities, Government Agencies, third sector FE/HE.

Private Sector and intermediaries.

Voluntary and Community Sector.

Suppliers.

## HOW WE WILL IMPROVE OUR SERVICE

Improving financial resilience | Transforming internal systems and processes using technology to become more robust and agile with a reputation for quality and inclusion | Embedding equality & diversity into everything we do – attracting, training and retaining the very best people | Excellent stakeholder relationships with Local Authorities, FE providers and business led bodies.

DELIVERY DIRECTORATE PLAN ON A PAGE 2022/23 (DRAFT)

DIRECTORATE PURPOSE

Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region.

SERVICES

PORTFOLIO MANAGEMENT & APPRAISAL

To maximise the benefits of investment in the MCA's strategic priorities through effective assurance processes and objective appraisal

ECONOMIC IMPLEMENTATION

Support economic development and recovery by working with partners to deliver economic regeneration and related capital infrastructure projects to maximise successful outcomes for all our communities.

TRANSPORT IMPLEMENTATION

Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region.

TRANSFORMING CITIES FUND

Working with partners to deliver transformational change to our transport infrastructure and improve sustainable transport connectivity.

PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Lead the annual review of the Assurance Framework in the light of current funding settlements and future flexibilities.
- Embed the 2021 revised assurance process to support the MCA's Assurance Framework and the investment priorities and embedding new investment programmes (additional resources req).
- Embed the assessment of carbon and wider climate change impacts into appraisals.
- Strengthen the assessment of equality, diversity and inclusion and inclusive growth.
- Strengthen approach to assessing value for money in non-transport infrastructure investment propositions.
- Improve the quality and consistency of programme and project appraisal to support effective decision making, including Appraisal Specification Reports.

- Enable affordable and sustainable housing developments through Year 3 activity of the Brownfield Housing Fund.
- Complete Retrofit Hub feasibility pilot through Community Renewal Fund.
- Complete delivery of superfast broadband connectivity through Contract 3.
- Continue to work with partners to progress the business case for the British Library North through Heritage devolution funding.
- Support Policy & Development directorate to build robust project pipelines for future funding opportunities, with initial focus on the Climate Action Plan.
- Support emerging programmes including Social Housing Decarbonisation, Flood Resilience, Project Gigabit.
- Closedown legacy programmes including Getting Building Fund, Broadband Contract 2 and Growth Deal, ensuring smooth transition of benefits realisation.

- Continued delivery of the West Yorkshire Plus Transport Fund portfolio.
- Continued delivery of LTP schemes and active travel/clean growth initiatives.
- Oversee the City Region Sustainable Transport Settlement (CRSTS) programme and work with partners on definition and delivery of schemes, inc. those requiring additional resource.
- Focus on strengthening quality aspects on schemes, including equality, diversity and inclusion and carbon impacts.
- Support partners with delivery resources and recruitment – capacity and capability.
- Explore further opportunities to engage and work with the private sector on delivery.
- Work closely with colleagues in Transport Policy and Transport Services to understand and shape priorities and to drive the emerging scheme pipeline.

- Continue delivery of TCF programme.
- Continue delivery of the Carbon Mitigation Programme.
- Lead on Quality Panel development and operation, including reviewing and sharing lessons learnt & good practice.
- Work with partners and project teams to strengthen equality, diversity and inclusion throughout the project life cycle through more consistent project stakeholder mapping and engagement..
- Continue to develop and deliver the West Yorkshire Network Navigation programme.
- Develop assurance and management principles for elements of CRSTS that the TCF team will manage (Highway Asset Management, Network Management and Safer Roads programmes).
- Continue development of ZEBRA programme.

OUTPUTS

90% of Appraisal Specification Reports reviewed within 15 working days.  
90% of PIMS data reflects decision point approvals within 4 weeks.  
90% of Assurance process approvals within the timescales detailed in the PAT Schedule).

Superfast broadband connectivity to an additional 1167 premises. Enable 2000 new homes on brownfield land. Facilitate the creation of 100 whole house plans & a toolkit of retrofit designs.

Spend forecast £94,000,000  
14 project starts on site  
5 projects completed on site

£129.5m Spend forecast, 15 OBC's approved, 14 FBC's approved, 5 project starts on site, 1 project completed on site

RESOURCES (WHAT WE NEED)

OUR BUDGET

Gross Expenditure	£6.86m
Capital Recharges	£6.61m
Grant/Other Income	N/A
Net Expenditure	£0.26m

OUR TOOLS AND SUPPORT

Specialist consultancy support & frameworks (technical, commercial & legal, environmental, inclusion) will be required to ensure that we & our partners can call-off requirements at pace. Development fund within the SIF for early feasibility work in conjunction with Policy.  
Equality Impact Assessments

OUR KEY INTERFACES

Corporate Services - Finance, Legal & Commercial; HR. Comms and Engagement – promotion & consultation.  
Policy - pipeline development.  
Research & Intelligence - data analysis. Local Partners.  
Cross-directorate Programme Appraisal Team/Strategic Assessment.

HOW WE WILL IMPROVE OUR SERVICE

Champion the **focus on place**, working with Policy & Development directorate to develop **robust pipelines**, supporting and adding even more value for our partners and the diverse communities we serve | **Investment in technical skills and learning** to support new delivery environments and corporate priorities | Continuing to work with HR on **Health & Wellbeing, Recruitment & Retention; Learning & Development, Management of Change** & to embed the **new ICS** system into business as usual | Continue to demonstrate **Value for Money** in the management and delivery of projects and programmes by keeping costs within agreed parameters

TRANSPORT AND PROPERTY SERVICES DIRECTORATE 2022/23 (DRAFT)

DIRECTORATE PURPOSE

To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority’s priorities.

SERVICES

CUSTOMER SERVICES

Enabling people to easily plan and pay for their travel by public transport. Championing affordable travel for all, especially for older and disabled people and those under the age of 25.

ASSETS AND FACILITIES

Delivering the Combined Authority’s Asset Management Strategy, using land and property to achieve the best outcomes for the people, communities and businesses of West Yorkshire.

MOBILITY SERVICES

Enabling people to access employment, education and local services and facilities by commissioning needs-based transport services.

PRIORITIES (WHAT WE WANT TO ACHIEVE IN 2022-23)

- Ensure we understand the travel needs of our customers and our communities and assess impact and benefits of service delivery on equality, diversity and inclusion with particular regard to the effectiveness of concessionary travel schemes.
- Within the Enhanced Partnership between the CA and bus operators, delivery of the ticketing and information elements of the Bus Service Improvement Plan including:
  - Developing the MCard Mobile app to be the primary transport app in West Yorkshire incorporating journey planning, incident reporting, real time information and travel disruption information.
  - Review success of the Fare Deal for Young People and evolve the offer as required to generate increased patronage.
  - Enable a multi operator “tap and cap” system of bus fares in West Yorkshire to help make bus travel fair and equal across the region
- Adapting customer facing services in response to post pandemic changes in travel behaviour and people’s needs, including:
  - Contact centre and accessible online customer contact services.
  - Modernise the Travel Centre service in line with the bus station upgrade programme.
  - Roll out of the colour coded approach to branding the core bus network.

- Within the Enhanced Partnership between the CA and bus operators, delivery of the facilities and infrastructure elements of the Bus Service Improvement Plan and Transforming Cities programme including:
  - Opening a new bus station in Halifax and a refurbished bus station in Leeds.
  - Establishing and delivering a co-ordinated plan for the upgrading of Bradford Interchange working closely with Bradford Council.
  - Planning the operation of a new facility at Heckmondwike and upgraded bus stations at Huddersfield and Dewsbury.
  - Review and modernise the Safer Travel West Yorkshire initiative with West Yorkshire Police to align with the Mayor’s pledge to improve safety for women and girls.
- Establish and lead a programme of transport asset renewal works as part of CRSTS.
- Establish targets and a programme of work to reduce carbon generation and improve the fuel and waste efficiency of all our property.
- Establish a new facility management arrangement at Wellington House to support new ways of working.
- Maintain the Authority’s Asset Development Plan identifying a forward plan of asset protection and renewal.
- Strengthen and develop Estate and Property management function to support place shaping aspirations.

- Within the Enhanced Partnership between the CA and bus operators, deliver the bus network elements of the Bus Service Improvement Plan including:
  - Establishing a network development plan.
  - A revised set of criteria for what bus services the CA will commission bus tendered services and a commercial procurement plan.
  - Deliver year 1 of a three year programme of commissioning tendered bus services.
- Work with District partners and bus operators to deliver the bus priority elements of the Bus Service Improvement Plan to improve bus network reliability and bus journey times.
- Maintain the East Leeds Flexibus demand responsive bus service, evaluate benefits of continuation beyond initial 18 month trial and shape the development of a DRT as part of the Bus Service Improvement Plan.
- Review and re commission the AccessBus service incorporating a vehicle fleet replacement strategy.
- Support the development of plans to ensure connectivity is maintained during the Transpennine route upgrade construction work.

OUTPUTS

- Expand functionality of MCard Mobile app.
- Introduce multi operator “tap and cap” payment.
- Roll out colour coded core network branding.

- Open a new bus station in Halifax and a refurbished Leeds Bus Station.
- Operation of refurbished Wellington House.
- Update Safer Travel West Yorkshire initiative.

- A network development plan.
- Year 1 of a three year programme for commissioning tendered bus services.
- BSIP funded bus network enhancement.

RESOURCES (WHAT WE NEED)

OUR BUDGET

Gross Expenditure	£109.65m
Capital Recharges	£0.12m
Grant/Other Income	£28.99m
Net Expenditure	£78.64m

OUR TOOLS AND SUPPORT

Joint Venture companies – WY Ticketing Company Ltd / Yorcard Ltd.  
Key Service delivery providers – Carlisle (security and cleaning), Lambert Smith Hampton (estates contract), bus operators and school transport contractors.  
Technology – GIS database, Customer Relationship Management database, bus real time information system, Movit journey planner. MCard systems and app, AccessBus / DRT booking/scheduling system.

OUR KEY INTERFACES

Public transport operators.  
Council highways & transport teams.  
DfT and Urban Transport Group.  
Local Resilience Forum.  
Legal Services, Finance and Procurement support.  
Transport Policy and Research & Intelligence.  
Delivery Directorate for capital schemes on assets.

HOW WE WILL IMPROVE OUR SERVICE

Adapt our contact centres and face to face services to meet the changing needs of our customers | Working closely with other public services, ensure our bus services are safe spaces which support community activities | Ensure the bus services we commission provide value for money and meet community needs | We will carry out equality impact assessments on our services to ensure they deliver positive and inclusive outcomes for people.

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** Capacity – Transport and the Economy

**Director:** Ben Still, Managing Director

**Author:** Joanne Grigg, Head of Human Resources

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 In the context of increased workloads facing the Combined Authority, to propose the splitting of the existing Policy and Development Directorate into two separate Directorates in order to increase capacity, including of senior officers. This will help enable appropriate and influential engagement with stakeholders at a senior level.

## 2. Information

### Update on Mass Transit Programme Director

- 2.1 At the last meeting of the Combined Authority on 3 February approval was given to recruit and appoint a Mass Transit Programme Director. A recruitment campaign will begin shortly, but as an interim step a secondee will be sought. A further update will be given at the meeting.

### The need for Additional Capacity

- 2.2 The securing of the 2021 West Yorkshire Devolution Deal, and the election of the West Yorkshire Mayor, has led to a large number of new workstreams for the Combined Authority:

- Influencing of strategic rail initiatives and their interface with economic opportunity and inclusive growth outcomes.
- Implementation of an Enhanced Partnership with bus operators, and to explore the case for bus franchising. This arises at a time with the bus industry facing a challenging post-covid commercial environment.
- The development of a mass transit system for West Yorkshire.
- The creation of Active Travel England, Government ‘Levelling up Directors’, engagement with Departments such as Culture Media and Sport, and the forming of GB Rail has created the need for additional capacity in order to engage with Government institutions at a senior level.
- The need for work on new and additional project and programme pipelines arising from the opportunities from the Investment Strategy programmes (covered in the 3 February Combined Authority meeting) – for example on housing, culture, creative industries and health.
- Engagement with the Government on next steps for devolution alongside other MCAs, and on related initiatives emerging from the Levelling Up White Paper.
- Additional policy development required on skills and training in the context of devolution of the Adult Education Budget alongside opportunities presented by Shared Prosperity Fund to deliver a step change in adult education and training provision.
- The objective to focus business support in the context of the post-covid recovery (and associated sector support), improving Equality, Diversity and Inclusion outcomes and the move away from grant based incentives.
- Supporting the Inclusive Growth champion (when appointed), and support to the new LEP chair (see Agenda Item 12).
- Delivery of the Mayor’s Police and Crime Commissioner functions and support to the Deputy Mayor for Policing and Crime.

2.3 It should be stressed that this is a period of exceptional change for the Combined Authority organisation. Not only has the arrival of the Mayor brought new areas of work, but with this has come a change to the way the Combined Authority develops programmes – with more projects stemming from the Mayoral priorities and more projects being developed ‘in house’ alongside those resulting from wider calls for projects. This has brought considerable new responsibilities for the Combined Authority.

#### Work with partner authorities to consider these issues

2.4 Throughout 2020, a working group of Directors and officers from the Combined Authority and the West Yorkshire Local Authorities has been

reviewing ways of working across the partnership in anticipation of the Combined Authority becoming an MCA. As part of this work, the group looked across authorities to identify existing capacity challenges faced in the region and explored potential solutions to these. The group was proactive in anticipating further challenges which might emerge as the remit of the Combined Authority expanded and the Mayor brought new powers and functions (as set out in 2.2 above). The work of the group has iterated and continues to meet, focussed on a number of emerging issues.

- 2.5 The following challenges in relation to capacity were identified:
- Skills shortages exist in certain areas/professions across Authorities;
  - Delivery capacity varies across Authorities;
  - The MCA has a key role in coordinating and making best regional use of finite resources across the region, and therefore having the right capacity at the right level in the MCA is key to enable coordination, empowered leadership and decision making;
  - Areas of specific resource challenge which were highlighted include the following: transport strategy, planning and modelling; policy, research and coordination; delivery capacity and project management; corporate support services.
- 2.6 Some of these challenges have been addressed through the allocation of gainshare capacity funding to authorities and through previous changes to the structure of the Combined Authority, as agreed in the 3 February Combined Authority. However, further steps are required as set out in this paper.

#### Proposed next steps

- 2.7 In the light of these pressures and the identification of challenges from the partnership group, it is proposed to undertake a two step process.
- 2.8 The first step, recognising the need to make rapid progress, is to split the current post of 'Policy and Development Director' (and the associated directorate) into two – one for Transport and the other for Economy. The draft role profiles are attached for information (Annex A). These contain the same generic skillsets and competencies, but seek experience (or equivalent) in the relevant subject areas. A summary of the other options considered is summarised in Annex B. This builds the capacity needed and an approval for this is sought from this paper. The approval will allow the formal 'management of change' process for staff impacted within the authority to be undertaken.
- 2.9 The second step is then to look at the structure of the top of the organisation and assess whether changes are needed in terms of the line management structure and reporting lines. This is needed as the current 'flat' structure (see Annex C) has too many direct reports to the Managing Director and needs to evolve. Independent advisors (Deloitte) have been appointed to undertake a study to look at structures in other MCAs and partner authorities and then make recommendations. Any further proposals emerging from this will be brought to the 23 June Combined Authority meeting, including any impacts on the director roles.

- 2.10 These posts, but especially the Economic Policy Director, will also have significant responsibilities for supporting the future arrangements for the LEP and its role in developing economic strategic and advice, in line with Agenda item 12.

### **3. Tackling the Climate Emergency Implications**

- 3.1 There are no climate emergency implications directly arising from this report, but the Economic Policy Directorate will lead on the energy, environment and buildings related aspects of the climate emergency, and the Transport Policy Directorate will lead on reducing the capital and operational costs of carbon from transport (and other environmental externalities).

### **4. Inclusive Growth Implications**

- 4.1 There are no inclusive growth implications directly arising from this report, but both Director roles will have explicit objectives around ensuring inclusive growth outcomes, and that initiatives are integrated across policies.

### **5. Equality and Diversity Implications**

- 5.1 The Combined Authority has an action plan in place to improve equality and diversity outcomes and to be an Inclusive Employer. As with all recruitments, there is an opportunity to improve diversity across the organisation. EDI issues will be considered at every stage of the recruitment and will be a topic on which candidates will be assessed.

### **6. Financial Implications**

- 6.1 The additional costs of the posts are estimated at a maximum of £149k at top of grade, subject to job evaluation. The post will be part funded from the City Regional Sustainable Transport Settlement alongside core budgets and gainshare approved for bus franchising. Additional programme budgets (such as Shared Prosperity Fund) will be factored in as appropriate.

### **7. Legal Implications**

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

### **8. Staffing Implications**

- 8.1 As set out in the report. Consultation with affected staff will be undertaken in line with the Management of Change process.

### **9. External Consultees**

- 9.1 No external consultations have been undertaken at this stage, although the Deloitte work will engage with a number of partner authorities.

## **10. Recommendations**

10.1 That the Combined Authority approves:

- The removal of the 'Director of Policy and Development' post
- The creation of two new Director posts – initially titled 'Director of Transport Policy and Development', and 'Director of Economic Policy and Development'.
- Delegating the recruitment and appointment to the Managing Director in consultation with the Mayor and a panel of Leaders and LEP Board private sector members.

10.2 That the Combined Authority notes the further steps set out under 'Proposed next steps' above.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix A – Draft Role Profiles

Appendix B – Summary of Alternative Options Considered

Appendix C – Current Structure of the Combined Authority

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## DRAFT ROLE PROFILE

<b>Job Title:</b>	Director, Transport Policy and Development	<b>Job Code:</b>	
<b>Department:</b>	Directors	<b>Version:</b>	1.0
<b>Reports To:</b>	Managing Director	<b>Date Created:</b>	March 22
<b>No. of direct reports:</b>	4	<b>Member of:</b>	Leadership Team
<b>No. in Directorate:</b>	TBC	<b>Grade:</b>	
		<b>Budget:</b>	

<b>Is this a politically restricted Post?</b>	Yes/No	(*if yes, see our policy on what this means)
<b>Is this a Vetted Post?</b>	Yes/No	Level: NPPV L2 (abbreviated)

## ORGANISATIONAL CONTEXT

### Our Vision as an organisation is:

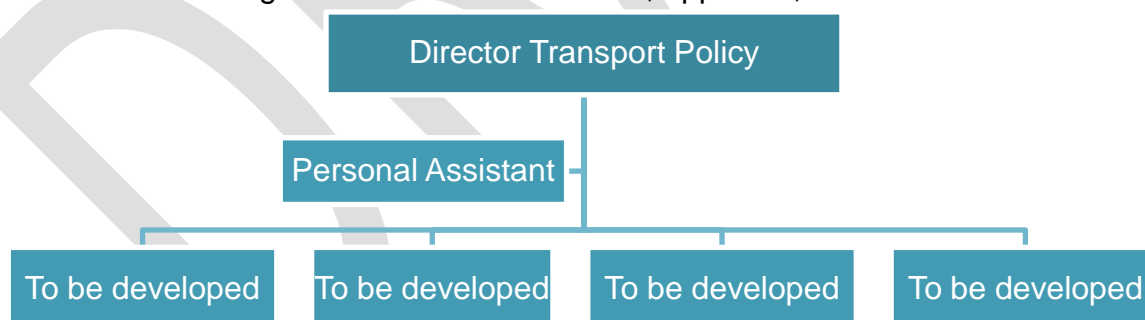
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

### To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

### Our directorate contributes to this by:

Developing setting and implementing policies, strategies, plans and programmes.  
Communicating a consistent and coherent message to both the public and businesses.  
Providing evidence-based research, appraisal, and evaluation.



## Job Overview:

- Create, Lead, and manage the Directorate responsible for defining, developing, and securing key transport policies for the region, ensuring they are aligned with the Mayors and organisation's overall strategy.
- Lead and manage the development of a pipeline of projects and programmes across all areas of Transport policy,
- Ensure all areas of Transport policy support the achievement of the organisation's objectives, including the cross-cutting aims of clean and inclusive economic growth.

- Ensure the Combined Authority Transport policy function is aligned with national and regional strategy and ensure the voice of West Yorkshire is considered in policy development. Working in partnership with constituent authorities, business leaders and other Directorates and stakeholders to deliver all the above.

- © Operate as part of a cohesive senior leadership team for the Combined Authority to inspire, lead and set the standards for the organisation.
- © Provide broad organisational leadership, collaborating cohesively with other Directors to ensure teams work across organisational boundaries for the achievement of shared objectives.
- © Deliver effective functional strategies, programmes, and systems to ensure the delivery of the vision and business plan.
- © Be a visible, proactive leader for the organisation and region both internally and externally, shaping policy and influencing, developing, and motivating the team and stakeholders.

## CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance. These indicate the end result or outputs for which the role holder is responsible.*

### People Management:

- © Integrate the work of the function to the wider organisation and develop policies to support the achievement of the Combined Authority's vision.
- © Provide clear direction to your team, via your direct reports, developing, motivating, and rewarding them appropriately in line with our values and behaviours.
- © Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- © Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- © Ensure appropriate communication channels are in place and effective between you and your direct reports.

### Technical Duties:

- Lead the integrated transport policy development for the region, with particular focus on rail, bus reform, active travel, and integration between modes. Lead engagement with, and influence of, national government on such policy matters.
- Lead and direct the development of transport and other policies and plans and their translation into projects and programmes for the Region, on behalf of the Mayor, LEP and the Combined Authority, collaborating with other Directors as appropriate.
- Effectively turn policy into deliverable projects and programmes including the development of business cases.
- Lead and direct the continual development of project and programme development until handed over to Delivery Directorate or other delivery body.
- Lead and support colleagues in driving the cultural change needed to embed Inclusive Growth across the local government sector, and achieve equality, diversity, and inclusion outcomes for the Combined Authority.
- Build and develop strong working relationships with private and public sector stakeholders to raise the profile of the West Yorkshire region via credible and effective partnerships.



- Responsible for the relationship with Transport for the North.
- With the support of the Director of Transport and Property Services, be accountable for the development of operations policy.

- © Accountable for developing and delivering on KPIs and business plan for the directorate, linked to the organisation's vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- © Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- © Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions, and acting accordingly.
- © Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

### Financial:

- Lead the approach to developing funding proposals and bids for the organisation where this links to emerging policy.
- Identify, develop, and secure significant funding streams and opportunities in support of strategies and plans across all aspects of the organisation's work. Apply judgement on those funding streams / grants to bid for and secure.

- © Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- © Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

### Impact & Influence:

- Lead and direct the engagement of all stakeholders, across the private and public sectors, in the development and implementation of all policies and programmes, ensuring that these support our inclusive growth aims of economic growth for all through the integration of economic and social policy.
- Develop strong relationships at senior levels with partner local authorities and external partners in the relevant policy areas.

- © Form and maintain effective senior level working relationships with Members, Government, Local Authorities, and partner organisations.
- © Use highly developed communication skills to lead, influence, and challenge to ensure that the best interests of the Combined Authority are represented.
- © Manage communication challenges effectively in a dynamic and politically pressured environment.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may be expected commensurate with the scope and grading of the role.

## THE PERSON

*To be fully successful in the role, we believe the following knowledge, skills and experience are required.*

*When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained, and this will be taken into account during the recruitment process.*

### Knowledge:

- © Educated or experienced to master's degree/ postgraduate professional qualification level.
- © Strong understanding of the national, regional, and local policy landscape for transport and related policy areas.
- © Good understanding of central government policy making.

- Experience in the development and delivery of strategic Business Plans.
- Experience of working in a high-level political environment, including influencing government ministers on a national level.
- Highly developed communication skills, with strong writing fluency and experience of managing complex relationships.

### People:

- © Experience of managing large complex and multi-disciplinary teams including performance management and delivery of results against targets.
- © Experience of leading, inspiring, and engaging people towards the achievement of strategic business objectives.
- © Experience of engendering a culture that drives the achievement of strategic business objectives.
- © Actively work to achieve our goals of a gender balanced and diverse organisation.

- Substantial demonstrable experience of managing high end relationships with multiple stakeholders at a senior level, demonstrating gravitas, drive, passion, and determination.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
- Experience of working with senior political leaders, nationally and regionally.
- Experience of working in a public - private sector partnership context, within a local government environment.

### Technical:

- © Strong negotiation skills.
  - © Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
- Proven record of policy making.
  - Good knowledge of portfolio, programme, and project management techniques.
  - Excellent analytical skills, with the ability to use data and risk evaluation in decision making.
  - Good knowledge of economics, data collection and market research.

### Financial:

- © Demonstrable experience of successfully managing large scale budgets.
- © Experience identifying and acquiring appropriate funding streams.

- Comprehensive experience of leading funding bids.

### Impact & Influence:

- © Comprehensive experience of leading, negotiating and influencing stakeholders.
- © Experienced in forming effective senior level working relationships with Members, Government, and partner organisations.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.

- Highly experienced in managing challenges in a fast paced and highly pressurised environment.
- Excellent presentational (written and verbal) skills, with the ability to present complex issues with clarity and provide appropriate solutions to issues and problems.
- Strong negotiation skills

## OUR VALUES & BEHAVIOURS

**Championing Our Region | Working Intelligently | Easy to Do Business With |  
Positive About Change | Working Together**

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here.

## DRAFT ROLE PROFILE

<b>Job Title:</b>	Director, Economic Policy and Development	<b>Job Code:</b>	
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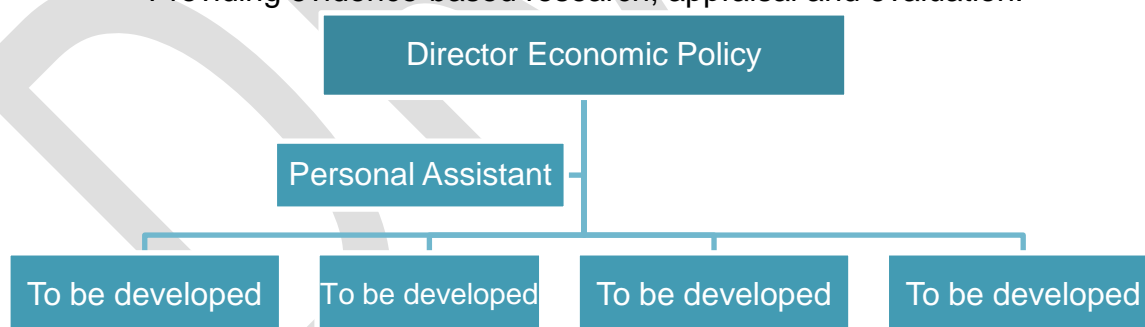
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### To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

### Our directorate contributes to this by:

Developing setting and implementing policies, strategies, plans and programmes.  
Communicating a consistent and coherent message to both the public and businesses.  
Providing evidence-based research, appraisal and evaluation.



## Job Overview:

- Create, Lead, and manage the Directorate responsible for defining, developing and securing key Economic policies for the region, ensuring they are aligned with the Mayors and organisation's overall strategy.
- Lead and manage the development of a pipeline of programmes across all areas of Economic policy.
- Ensure all areas of Economic policy support the achievement of the organisation's objectives, including the cross-cutting aims of clean and inclusive growth.

- Ensure the Combined Authority Economic policy function is aligned with national and regional strategy and ensure the voice of West Yorkshire is considered in policy development. Working in partnership with constituent authorities, business leaders and other Directorates and stakeholders to deliver all the above.

- © Operate as part of a cohesive senior leadership team for the Combined Authority to inspire, lead and set the standards for the organisation.
- © Provide broad organisational leadership, working cohesively with other Directors to ensure teams work across organisational boundaries for the achievement of shared objectives.
- © Deliver effective functional strategies, programmes, and systems to ensure the delivery of the vision and business plan.
- © Be a visible, proactive leader for the organisation and region both internally and externally, shaping policy and influencing, developing, and motivating the team and stakeholders.

## CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance. These indicate the end result or outputs for which the role holder is responsible.*

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- © Integrate the work of the function to the wider organisation and develop policies to support the achievement of the Combined Authority's vision.
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- © Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of results.
- © Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- © Ensure appropriate communication channels are in place and effective between you and your direct reports.

### Technical Duties:

- Lead the Economic policy development for the region, with particular focus on place, business, and skills. Lead engagement with, and influence of, national government on such policy matters.
- Lead and direct the development of economic, and other policies and plans and their translation into projects and programmes for the Region, on behalf of the Mayor, LEP and the Combined Authority, working with other Directors as appropriate.
- Effectively turn policy into deliverable projects and programmes including the development of business cases.
- Lead and direct the continual development of project and programme development until handed over to Delivery Directorate or other delivery body.
- Lead and support colleagues in driving the cultural change needed to embed Inclusive Growth across the local government sector, and achieve equality, diversity, and inclusion outcomes for the Combined Authority.
- Build and develop strong working relationships with private and public sector stakeholders to raise the profile of the West Yorkshire region via credible and effective partnerships.
- Responsible for the relationship with Transport for the North.

- With the support of the Directors of Transport and Property Services, be accountable for the development of operations policy.

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### Financial:

- Lead the approach to developing funding proposals and bids for the organisation where this links to emerging policy.
  - Identify, develop, and secure significant funding streams and opportunities in support of strategies and plans across all aspects of the organisation's work. Apply judgement on those funding streams / grants to bid for and secure.
- © Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
  - © Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

### Impact & Influence:

- Lead and direct the engagement of all stakeholders, across the private and public sectors, in the development and implementation of all policies and programmes, ensuring that these support our inclusive growth aims of economic growth for all through the integration of economic and social policy.
  - Develop strong relationships at senior levels with partner local authorities and external partners in the relevant policy areas.
- © Form and maintain effective senior level working relationships with Members, Government, Local Authorities, and partner organisations.
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## THE PERSON

*To be fully successful in the role, we believe the following knowledge, skills and experience are required.*

*When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained, and this will be taken into account during the recruitment process.*

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- © Educated or experienced to master's degree/ postgraduate professional qualification level.
  - © Strong understanding of the national, regional, and local policy landscape covering both transport and economic growth.
  - © Good understanding of central government policy making.
- 
- Experience in the development and delivery of strategic Business Plans.
  - Experience of working in a high-level political environment, including influencing government ministers on a national level.
  - Highly developed communication skills, with strong writing fluency and experience of managing complex relationships.

### People:

- © Experience of managing large complex and multi-disciplinary teams including performance management and delivery of results against targets.
  - © Experience of leading, inspiring, and engaging people towards the achievement of strategic business objectives.
  - © Experience of engendering a culture that drives the achievement of strategic business objectives.
  - © Actively work to achieve our goals of a gender balanced and diverse organisation.
- 
- Substantial demonstrable experience of managing high end relationships with multiple stakeholders at a senior level, demonstrating gravitas, drive, passion, and determination.
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  - © Highly developed communication skills with the proven ability to strongly lead, influence and challenge.
- 
- Proven record of policy making.
  - Good knowledge of portfolio, programme, and project management techniques.
  - Excellent analytical skills, with the ability to use data and risk evaluation in decision making.
  - Good knowledge of economics, data collection and market research.



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- Comprehensive experience of leading funding bids.

### Impact & Influence:

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- © Experienced in forming effective senior level working relationships with Members, Government, and partner organisations.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.

- Highly experienced in managing challenges in a fast paced and highly pressurised environment.
- Excellent presentational (written and verbal) skills, with the ability to present complex issues with clarity and provide appropriate solutions to issues and problems.
- Strong negotiation skills

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## Appendix B – Summary of Alternative Options Considered

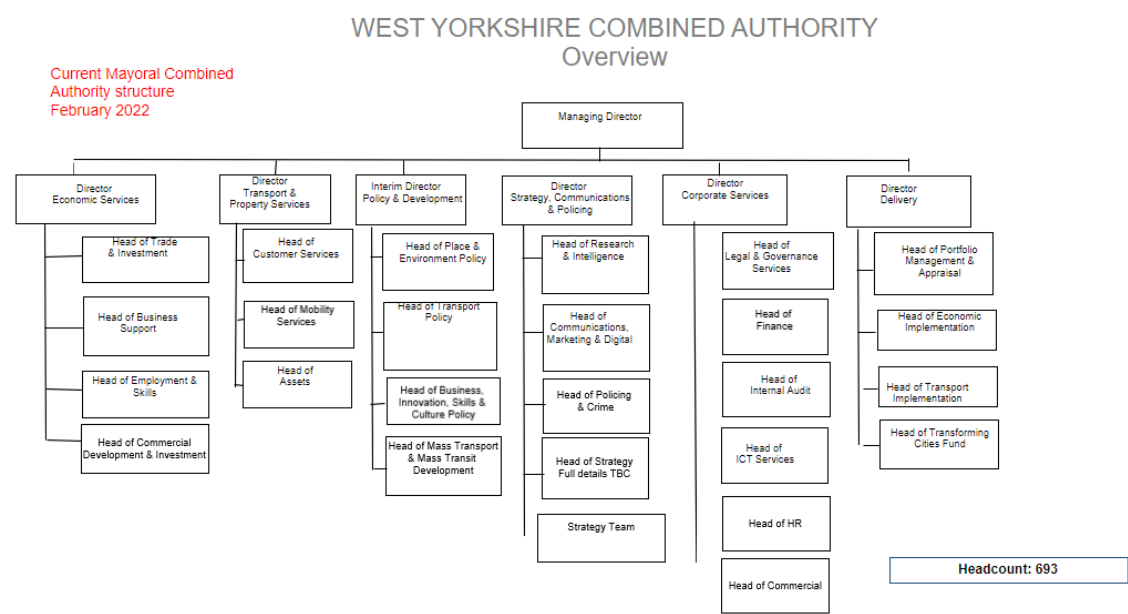
### Other options considered

In developing the proposals in this paper, several alternative options were considered:

1. Retain the current arrangements (use of advisors) – It is widely understood from the partnerships work that MCA requires more capacity and capability. It is also understood that there is not the capacity in West Yorkshire local authorities to provide the necessary support. Indeed many of the authorities need to build their own capacity in order to develop pipeline projects (and funding has been provided to support this).
2. If the current senior capacity and structures were to be retained then the key mechanism to address the gaps would be to buy-in the capacity from the private sector. This would incur substantial additional costs, and therefore this option was rejected. The real benefit of the private sector is in providing specialist expertise that does not warrant substantive recruitment into the private sector, and for short term capacity gaps.
3. Stop doing other things (prioritisation) - This option has been extensively considered within the 2022/23 business planning for the MCA. The business plans already focus on key priorities and do not include capacity for activities outside of those captured in the plans. Also opportunities that may arise to secure small packets of funding will be assessed before resource is deployed to ensure value for money. However, these issues do not free sufficient resources for the status quo in policy and development to be sufficient.
4. Recruit extra Heads of Service instead Directors (seniority) – a potentially cheaper option of recruiting more junior posts was also considered. However, several factors mean this is not cost effective. The first is that the need is in Director level staff capable of influencing the Government, shaping and leading work, and working at a senior level with MCA members and Local Authority leadership teams. The second is that additional reports into current Directors serves to amplify current bottlenecks and increase the management burden, whereas it is envisaged that these new Directorates will be leaner and more focused on policy development.

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Appendix C – Current Structure of the Combined Authority



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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **Capital Spending and Project Approvals**

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

**Author:** Craig Taylor, Head of Portfolio Management and Appraisal

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## **1 Purpose of this report**

- 1.1 To report on proposals for the progression of, and funding for, West Yorkshire Combined Authority supported projects that have been considered at stages 1, 2 or 3 of the Combined Authority's assurance process.
- 1.2 The schemes outlined in this report have come directly to the Combined Authority as they are seeking decision point 2 (Strategic Outline Case) approval and delegation of authority to the relevant thematic committee to approve future change requests. The schemes will be reported to the relevant thematic committee as appropriate.
- 1.3 The recommendations can be found in Section 13 of this report.

## **2 Impact of COVID-19**

- 2.1 With the impact of COVID-19 on the region and its economy, it is more important than ever to assess the changes to the landscapes of our towns and cities and the impact on current and future planned schemes, particularly, but not exclusively, those relating to transport.
- 2.2 Although it is generally expected that in the medium and long-term behaviours will return to the pre COVID-19 position, the impact of COVID-19 in relation to travel behaviour into and around towns and cities will be assessed as part of scheme appraisal and any assumptions made to address issues identified prior to the pandemic will be re-tested.

## **3 Tackling the Climate Emergency Implications**

- 3.1 The Combined Authority has taken action to ensure all decisions we make include Climate Emergency considerations. The Combined Authority:

- 3.2 Has strengthened how clean growth and climate change impacts are considered as part of all schemes that come through the Combined Authority's Assurance Framework.
- 3.3 Requires LEP and the Combined Authority reports to include clean growth / tackling the Climate Emergency implications, including qualitative impact assessments.
- 3.4 To fully strengthen decision making across the whole of the Combined Authority's Assurance Framework a robust, quantifiable methodology and tool for assessing all new schemes predicted carbon emissions/wider clean growth impacts is being developed.
- 3.5 Work to complete the toolkit methodology is now complete and the toolkit and its guidance are being implemented into the Assurance Framework. The draft assessments of a selection of existing capital schemes progressing through the assurance process are being discussed with relevant scheme sponsors ahead of the publication of this part of the project by July 2022. This phased approach to the publication of the key components of the Carbon Impact Assessment project recognises the delays due to difficulties encountered carrying out carbon impact assessments on an initial subset of schemes. This has allowed the consultants to take these challenges into account in making improvements to the methodology. The work also involves the development of training and support material to ensure carbon assessment is properly embedded in the assurance process.
- 3.6 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports. This ensures that the business cases now reflect the Leeds City Region Climate Emergency priority and evidence that they will reduce carbon emissions (both directly and indirectly).

### **Additional approval**

#### **York Central**

- 3.7 York Central is a major mixed-use regeneration scheme located on one of the largest city centre brownfield sites in the country. The total scheme costs are up to £99,460,000. The Combined Authority's contribution to the total scheme costs is £23,500,000, from the West Yorkshire Plus Transport Fund (WY+TF).
- 3.8 The Combined Authority has worked with City of York Council (CYC) and its partners over several years to develop proposals for the site and its surrounding areas. The scheme will deliver transformational housing and commercial development at the 45-hectare site located directly next to York Railway Station.
- 3.9 The scheme has the potential to deliver up to 2500 homes, up to 87,700 square metres of office space, a 400-bed hotel, up to 12,000 square metres of retail and leisure space as well as the creation of public spaces including an urban park.

- 3.10 Since its Full Business Case approval as part of the York Central Access and York Station Frontage package of schemes, Homes England has taken over as lead for the scheme, from City of York Council.
- 3.11 A change request approved in March 2021, split the package into individual schemes (York Central, York Station Gateway and Askham Bar Park & Ride Improvements) with separate funding and assurance and approval routes. The change request also confirmed that as there were proposals to change the lead delivery partner from City of York Council to Homes England, the Full Business Case with finalised costs, when submitted, would need to be considered by the Combined Authority, as previous approvals were given on the basis that City of York Council would be the lead delivery partner, not Homes England.
- 3.12 The scheme is now seeking delegated authority from the Combined Authority to the Place, Regeneration and Housing Committee to approve the scheme due to expediency of delivery.
- 3.13 In order to ensure that schemes can be delivered within the tight timescales, the Combined Authority is requested to approve:
  - (i) The delegation of authority to the Place, Regeneration and Housing Committee, to approve the York Central scheme in accordance with the Assurance Framework (Full Business Case with finalised costs), so that delivery can commence in line with delivery timeframes.

#### **Contribution to Capital Programme Update – March 2022**

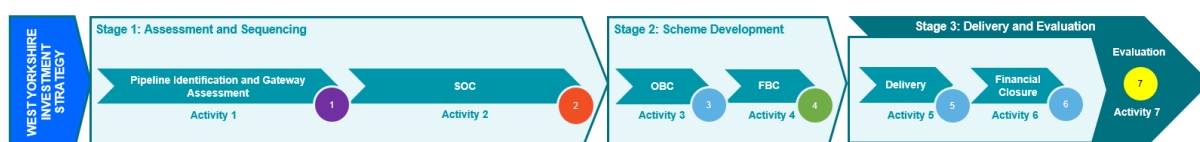
- 3.14 As part of the Levelling Up White Paper announcement in February 2022, the Combined Authority has been given informal notification from government that it will receive an additional £22,280,000 of Brownfield Housing Fund (BHF) grant to add to the existing programme, with the same funding criteria and the same programme end date of March 2025. Once firm details have been received, a change request will be progressed through the Assurance Framework to extend the budget and increase the output targets.
- 3.15 Whilst the level of required additional outputs has still to be advised, it has been suggested that the level of additional spend would be flat lined across the three remaining years of the programme, which will be a significant challenge.
- 3.16 A review of the current BHF programme pipeline, as endorsed by the Combined Authority, is ongoing. A small number of projects have been withdrawn from the programme by the sponsors since July 2021, which has reduced the programme from an over-programmed position on both outputs and spend, to a shortfall on spend, prior to the additional funding announcement.
- 3.17 A review of the Strategic Housing Pipeline and the projects supported through the BHF sister programme, the Housing Revenue Fund, as well as projects

from the BHF Wave 4 reserve list indicates that these projects are not yet in a position to progress into the main programme.

- 3.18 Therefore, the Combined Authority has released a further Call for Projects to the widest possible audience, to ensure that the challenging delivery timescales and spend targets can be met. The call is expected to close on 31 March 2022 but may be extended depending on level of interest.
- 3.19 The Combined Authority is requested to note the release of the further Call for Projects for the Brownfield Housing Fund.

## 4 Report

- 4.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. These schemes have a funding value of £1,463,424,178 when fully approved, of which £890,876,500 will be funded by the Combined Authority. A total expenditure recommendation to the value of £117,688,827 is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.
- 4.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project-by-project basis.
- 4.3 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in Appendix 1.



### Stage 1: Assessment and Sequencing

- 4.4 Programmes / schemes will start to be developed through an ongoing dialogue with the Region's businesses, third sector and public organisations, in line with the West Yorkshire Investment Strategy (WYIS). Schemes will access funding through either a commissioning process or through open calls. Programmes / schemes will be assessed through a Strategic Assessment (an early-stage gateway check and challenge review) to determine if they are eligible to proceed (decision point 1).
- 4.5 If approved the scheme will progress to strategic outline case (SOC), where schemes will be expected to demonstrate a strategic fit in terms of project outcomes and set out their proposed approach to establishing value for money (VfM). At this stage, a long list of options will be considered with a shortlist



being presented in the SOC. Consultation at this stage will be limited, but will be a key to the next activity, outline business case (OBC) in Stage 2. At this stage, funding may be sought to enable work to progress on the OBC. Schemes will also be required to submit an Appraisal Specification Report (ASR). It is at the end of this stage where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels (decision point 2).

#### Stage 2: Scheme Development

- 4.6 If approved the scheme will progress to outline business case (OBC) unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The Economic Case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (decision point 3) as set out in the approval pathway and route approved at decision point 2.
- 4.7 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.
- 4.8 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

#### Stage 3: Delivery and Evaluation

- 4.9 Once a scheme gains FBC approval and the conditions set have been met, the scheme can progress into Activity 5 (Delivery).
- 4.10 Upon scheme completion, a Delivery Closure Report is required that details how the scheme has performed. This includes whether delivery has remained within the timeframes specified within the business case, has achieved the objectives of the scheme and associated outputs, documents what has been delivered and highlights the overall costs. The Delivery Closure Report will be

presented for approval by the decision-maker (decision point 5) as set out in the approval pathway and route approved at decision point 2.

- 4.11 Following completion of Activity 6, the scheme will be required to submit a Financial Closure Report (Activity 6). The Financial Closure Report confirms the final costs for the scheme, ensuring all payments have been completed. The Financial Closure Report will be presented for approval by the decision-maker (decision point 6) as set out in the approval pathway and route approved at decision point 2.
- 4.12 The purpose of the Delivery and Financial Closure Reports is to assess the success of the scheme, identify best practice for future schemes, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future schemes.
- 4.13 Activity 7 (Evaluation) will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point as opposed to the previous decision points in the process and will be undertaken when the scheme is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall objectives set out in the SOC. Insights and learning intelligence from evaluation will also be fed back into policy and strategy in order to inform the design and development of future schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

#### **Value for Money - Benefit Cost Ratios**

- 4.14 The Benefit to Cost Ratio (BCR) for some of the schemes in this report potentially represent low value for money, when assessed using the Department for Transport's Transport Appraisal Guidance TAG on the appraisal of transport schemes.
- 4.15 This is because whilst calculating benefits to costs of a transport scheme there are many more journeys made by car than are made by bus, cycling, and walking and as a consequence the monetised benefits arising from improvements to bus, cycling and walking journeys may be outweighed by the monetised dis-benefits to car users.
- 4.16 However, a key strategic objective of investment is to encourage modal switch to more sustainable modes and therefore whilst the 'core' BCR (i.e. following Green Book guidance on total impact on the society as a whole) for some schemes may be low, discounting the dis-benefits to car users from the appraisal will result in a higher BCR and where possible this 'range of BCR' will be presented to support decision making. This is in line with HM Treasury guidance where appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 4.17 Her Majesty's Treasury (HMT) have now completed the review of the Green Book. The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects. This review has endorsed the Combined

Authority's approach by clarifying that overall Value for Money judgement should not depend solely on the BCR but be informed by a balanced consideration of all relevant evidence, that is, appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.

- 4.18 In particular, HMT have clarified further that in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of a project. This might for example include, but not limited to, a greater focus on regional impacts to help deliver Levelling Up, ensuring transformational projects are given due consideration, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use, supporting / accelerating housing development and allowing a greater emphasis on the requirement to carry out equalities analysis as required by the Public Sector Equalities Duty. The specific approach will be determined on a programme-by-programme basis as funding and investment streams come forward.

## Scheme Summaries

<p><b>CRSTS Capacity Fund</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The government's City Region Sustainable Transport Settlement (CRSTS) programme has been designed to deliver investment in integrated and sustainable transport across a city region, with funding devolved to Mayors over a five-year period to deliver.</p> <p>Department for Transport (DfT) CRSTS capital funding settlements are complemented by revenue funding allocations to Mayoral Combined Authorities, known as CRSTS Capacity Funding.</p> <p>Government's CRSTS guidance sets out a brief description of the purpose of capacity funding, as each eligible MCA with appropriate governance arrangements has been allocated capacity funding to support this programme. Given the long-term and integrated nature of settlements, part of this resource funding should be used to support building longer-term local transport planning and delivery capacity, which could include developing local in-house capability across WY authorities, potentially including formal project and programme leadership training. This funding should be used only for transport purposes, not wider priorities.</p> <p>To date £3,000,000 (tranche 1) has been approved and a further approval of £2,756,411 (tranche 2) is requested and allocated as detailed in Appendix 2.</p> <p><b><u>Impact</u></b></p> <p>The Combined Authority's proposed scope of this funding and core requirements are set out below and the details of individual activities to be funded through tranche 1 and 2 (of 3) are provided in Appendix 2.</p> <ul style="list-style-type: none"> <li>• Supporting development of the pipeline of future schemes.</li> <li>• Developing transport policy and strategy that will help to identify schemes for the future pipeline.</li> <li>• Supporting development of the CRSTS 2022-27 programme.</li> <li>• Increasing capacity and skills within the Combined Authority and partner councils</li> </ul> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (business justification) and work commences on activity 5 (full business case).</p> <p>Total value of the scheme - £7,400,000</p> <p>Total value of Combined Authority funding - £7,400,000</p> <p>Funding recommendation sought - £2,756,411</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>Gainshare Capacity Funding</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>Capacity funding for the Combined Authority and Local Authorities to enable pipeline development work to be undertaken against the West Yorkshire Investment Strategy (WYIS) six Investment Priorities.</p> <p>This scheme will be funded from the Single Investment Fund (SIF).</p> <p><b><u>Impact</u></b></p> <p>Over the medium term, a pipeline of overarching programmes / projects for each investment priority will be developed across the region. Over the three-year period the funding will contribute to progressing each of the Investment Priorities of the WYIS, ensuring that it is complimentary to existing programmes, strategies, existing resources and adds value.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £11,400,000</p> <p>Total value of Combined Authority funding - £11,400,000</p> <p>Funding recommendation sought - £11,400,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>CRSTS Programme</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The Department for Transport invited the Combined Authority to bid for funding from its new City Region Sustainable Transport Settlement (CRSTS) fund, for transformational change to be made in local transport networks. The outcome of the bid is expected in Spring 2022.</p> <p>The City Region Sustainable Transport Settlement (CRSTS) 2022- 2027 programme was developed by the Combined Authority in partnership with the five West Yorkshire partner councils.</p> <p>The programme will fund transport improvements including walking and cycling infrastructure across West Yorkshire and will enable more people to access public transport, and to feel safe and comfortable to walk and cycle more in line with district, regional and national strategies.</p> <p>The programme includes new bus priority and cycle corridor schemes, rail improvements, integration and shared mobility measures which could include integrated ticketing and Information, Demand Responsive Transport Trials, electrification and wider roll out of West Yorkshire Car Club Vehicles and pilot Mobility Hubs, electric vehicle (EV) charging and development and initial delivery of a new mass transit system. The CRSTS programme also includes general highways improvement programmes, asset management and renewal programmes, and road safety measures.</p> <p>The CRSTS Programme includes 61 infrastructure schemes which form 10 packages, supported by programme wide activity including a behaviour change programme in line with the Combined Authority's approach to transport investment</p> <p><b><u>Impact</u></b></p> <p>The programme will enable more people to access public transport and encourage more people to travel by bike or on foot as an alternative to car travel, leading to increased levels of physical activity and improved health, particularly in urban communities in areas of higher deprivation, reduce air and noise pollution and reduce isolation.</p> <p>The programme has a benefit cost ratio of 2.3:1 representing high value for money.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on the development of the relevant business case for each individual scheme, subject to the successful outcome of a funding bid to the Department for Transport (DfT).</p> <p>Total value of the scheme - £1,232,000,000</p> <p>Total value of CRSTS funding - £830,000,000</p> <p>Funding recommendation sought - £63,455,916</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>Transformational - West Yorkshire Mass Transit</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The Combined Authority in collaboration with partner councils are developing a mass transit system which will offer a new public transport option and an attractive alternative to car travel. The plan sets out a bold and ambitious plan for a new form of transport for West Yorkshire. Alongside cycling and walking, bus and rail, Mass Transit will be essential in helping our communities thrive and the economy to flourish, bringing people and places closer together.</p> <p>The Combined Authority in collaboration with partner councils published the West Yorkshire mass transit vision in January 2021. Looking beyond district boundaries this vision considers corridors linking communities, employment, and other local and regional assets.</p> <p>The programme has been funded from the West Yorkshire plus Transport Fund Transformation Fund up to this point, with a previous approval of £2,041,000 granted at the 27 July 2020 Combined Authority meeting. From March 2022 onwards development funding is being sought from the City Region Sustainable Transport Settlement (CRSTS) where an allocation for £200,000,000 for Mass Transit has been included. The Combined Authority are awaiting a grant determination letter from the Department for Transport (DfT) regarding this funding.</p> <p><b><u>Impact</u></b></p> <p>Alongside cycling, walking, bus and rail, mass transit will be essential in helping our communities thrive and the economy to flourish, bringing people and places closer together. By offering a new public transport option and attractive alternative to car travel, we expect mass transit to help combat climate change and provide climate resilient infrastructure, connect West Yorkshire's important places, support levelling up and help rebalance the economy, improve health and wellbeing and support economic recovery.</p> <p>At this stage a Value for Money position for Mass Transit is not available and will be completed in the following stages.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case for the Programme Integration Business Case and on activity 2 (strategic outline case) for the four phased corridor projects within the programme.</p> <p>That the Combined Authority endorses the proposed Mass Transit Programme scope, ambition and network and the approach to phase development of projects within the overall programme.</p> <p>That the Combined Authority notes that future assurance of any Mass Transit business case will be "called in" by central government</p> <p>Total value of the programme – Not known at this stage but £200,000,000 has been made available through CRSTS to develop the mass transit programme. Delivery of individual mass transit projects is subject to further funding.</p> <p>Total value of Combined Authority funding - £202,041,000</p> <p>Funding recommendation sought - £31,887,500</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>TCF: Leeds Public E-bike Share</b></p> <p>Leeds</p>	<p><b><u>Scheme description</u></b></p> <p>This scheme is a public bike share scheme using electric bikes. The current funding level would allow provision of approximately 630 e-bikes located at 140 hubs / docking stations.</p> <p>The promoters, Leeds City Council, will require operators to offer users a variety of payment methods and ways to unlock the bikes. It is anticipated that the bikes will be available at all times, however there will be the ability to limit use, for example during adverse weather, public events or if required for public safety.</p> <p>The scheme is funded via the Transforming Cities Fund (TCF) Carbon Mitigation Measures Fund.</p> <p><b><u>Impact</u></b></p> <p>The scheme aims to address transport related emissions, due to high levels of dependence on car travel, a key challenge facing Leeds. The scheme aims to diversify the public transport offer in Leeds, providing an inclusive cycling and walking (active) travel system and improving access to bikes.</p> <p>The scheme supports the TCF objectives to make sustainable travel the obvious choice and decarbonise the transport network. It also supports aspirations for a 300% increase in cycle use by 2030. The scheme aims to maximise the use of the expanding cycle network within Leeds and normalise the use of bikes by improving access to them and by appealing to the widest range of potential users.</p> <p>The key benefits of the scheme will be increased participation in cycling and walking, with associated beneficial effects on health and wellbeing, promoting a shift from car travel, reduction in carbon emissions and improved connectivity.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £2,394,178</p> <p>Total value of Combined Authority funding - £2,000,000</p> <p>Funding recommendation sought - £0</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>Business Productivity Programme</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The Business Productivity Programme (BPP) aims to boost small and medium sized enterprises' (SMEs) productivity by providing an integrated package of investment grants alongside specialist advisory support.</p> <p>It also aims to provide specialist advice to a minimum of 158 businesses (525 over the full three-year programme), 120 (400 over the full programme) of which will also receive financial support through grant investment. Net Zero considerations will be integrated into all grant appraisals and there will be a focus on engaging with a more diverse range of SMEs, including those not previously supported by the Combined Authority.</p> <p>The programme will be available to all sectors, but it is expected that the manufacturing sector will have the highest level of engagement. The programme will prioritise businesses with less than 50 employees to increase additionality, and targets will be set for take-up per district of West Yorkshire, with SME Growth Managers (employed by Local Authorities as part of the Growth Service model) the main engagement route.</p> <p>The integrated package will support businesses to boost productivity, 'scale-up' and create 'Good Jobs' by upskilling existing employees or creating new jobs that pay at least the Real Living Wage.</p> <p>This scheme will be funded from the Single Investment Fund (SIF). Specifically, the gainshare allocation for Investment Priority 1, to fund the programme up until the end of June 2023.</p> <p>The aim is to bid for UK Shared Prosperity Fund (SPF) monies to fund the remainder of the programme up to end of March 2025, once there is more clarity on the criteria and application process for the Fund.</p> <p><b><u>Impact</u></b></p> <p>The project will support businesses to grow, improve productivity and deliver 'Good Jobs', by creating new ones and / or upskilling existing employees.</p> <p>The scheme aims to increase SMEs' productivity by introducing newer, more efficient, and environmentally friendly technologies and operating techniques.</p> <p>Specialist advisory support will help upskill existing staff, provide new 'Good Jobs' and support businesses to contribute to inclusive growth, for example, by engaging with local schools, social enterprises or other third sector organisations, and/or, recruiting apprentices from groups who are disadvantaged in the employment market.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £4,500,000</p> <p>Total value of Combined Authority funding - £4,500,000</p> <p>Funding recommendation sought - £4,500,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p><b>Skills Bootcamps</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>Skills Bootcamps are intensive, flexible training courses lasting up to 16 weeks, which have the key aim of supporting adults to fulfil their potential, by enabling access to high quality training at Level 3 (equivalent to advanced technical certificate / diploma or A-Levels) and above.</p> <p>The scheme will enable people to access in-demand jobs, apprenticeships, and new opportunities in sectors with skills shortages, including digital, construction and the green economy, leading to higher-skilled, higher paid employment. The scheme will support employers to meet their skills needs to support business growth.</p> <p>Learners will gain specific technical skills relating to key sectors through study, leading to qualifications, peer mentoring, confidence building and sector specific information offering clear pathways to employment and progression opportunities. Each learner's experience will be unique and developed based on their needs and ambitions.</p> <p>Courses will be delivered in person or online with some being a combination of both and will cover a range of subjects including cyber security, artificial intelligence, automation engineering, working in green energy, digital skills in construction and sector specific project management.</p> <p>The Combined Authority will work with training providers to design and develop adult training courses to meet the needs of individuals, while providing employers with the skilled recruits they need for current and future vacancies.</p> <p>The Combined Authority has submitted a proposal for up to £3,689,000 from the Department for Education's (DfE) Wave 3 Skills Bootcamps funding to deliver Skills Bootcamps in West Yorkshire for one year from April 2022 to March 2023.</p> <p>DfE is expected to award funding by the end of March 2022, with delivery starting in April / May 2022.</p> <p><b><u>Impact</u></b></p> <p>The scheme has a target of improving the skills of 1,000 individuals across the West Yorkshire region, enabling them to access in-demand jobs, apprenticeships, and new opportunities in sectors with skills shortages, leading to higher-skilled, higher paid employment. The scheme will support employers to meet their skills needs to support business growth and support the region's economic recovery.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £3,689,000</p> <p>Total value of Combined Authority funding - £3,689,000</p> <p>Funding recommendation sought - £3,689,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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- 4.19 Since the Combined Authority's meeting on 3 February 2022, the following decision points and change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Combined Authority's Place, Regeneration and Housing Committee at its meetings on 07 February 2022 and 08 March 2022. Under the delegation a total expenditure of £8,309,268 has been approved. The decisions were made by the Place, Regeneration and Housing Committee following a recommendation from Combined Authority Programme Appraisal Team.
- 4.20 The following schemes were presented at the Place Regeneration and Housing Committee meeting on 7 February 2022. The full agenda and papers for the meeting can be found on the Combined Authority website [here](#).

<b>TCF Heckmondwike Bus Hub</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Funding approved - £328,000</p> <p>Total value of the scheme - £4,970,541</p> <p>Total value of Combined Authority funding - £4,970,541</p>
<b>TCF: Selby Station Gateway Scheme</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Funding approved - £4,069,000 (£2,135,000 of which is subject to conditions being met)</p> <p>Total value of the scheme - £22,560,216</p> <p>Total value of Combined Authority funding - £20,502,216</p>
<b>Leeds City Centre Package – City Square Plus</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Funding approved – no funding requested at this stage</p> <p>Total value of the scheme - £15,380,000</p> <p>Total value of Combined Authority funding - £6,430,000</p>
<b>BHF Castleford</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>
<b>BHF Pontefract</b>	<p>Approval of Full business case approved and for work to commence on activity 5 (delivery).</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>
<b>Transforming Cities Programme Review</b>	<p>Approval of the review's proposed changes.</p> <p>Funding recommendation sought – no funding requested at this stage</p> <p>Total value of Combined Authority funding - £457,000,000</p>

<b>Getting Building Fund</b>	<p>Progress noted on the delivery of the GBF programme</p> <p>Funding recommendation sought - no funding requested at this stage</p> <p>Total value of the scheme - £56,200,000</p> <p>Total value of Combined Authority funding - £56,200,000</p>
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- 4.21 The following schemes were presented at the Place Regeneration and Housing Committee meeting on 8 March 2022. The full agenda and papers for the meeting can be found on the Combined Authority website [here](#).

<b>TCF Dewsbury Bus Station</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Funding approved - £0</p> <p>Total value of the scheme - £14,337,600</p> <p>Total value of Combined Authority funding - £14,337,600</p>
<b>York Station Gateway</b>	<p>Approval of the change request for development costs of £1,050,000, to extend the scheme delivery timescales to August 2024 and to reallocate the already approved development costs of £2,684,000 from the West Yorkshire plus Transport Fund to the Transforming Cities Fund.</p> <p>Funding approved - £1,050,000</p> <p>Total value of the scheme - £26,379,433</p> <p>Total value of Combined Authority funding - £26,379,433</p>
<b>BHF Leeds East</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>
<b>BHF Burmantofts</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>
<b>BHF Bingley</b>	<p>Approval of full business case and for work to commence on activity 5 (delivery)</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>
<b>BHF South Bradford</b>	<p>Approval of full business case and for work to commence on activity 5 (delivery)</p> <p>Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.</p>

<b>Transport Fund Review 2021</b>	<p>Approval of the review's proposed changes.</p> <p>Funding recommendation sought – no funding requested at this stage</p> <p>Total value of the scheme - £1,000,000,000</p> <p>Total value of Combined Authority funding - £1,000,000,000</p>
<b>Leeds Public Transport Investment Programme (LPTIP) Review 2022 – Part Three</b>	<p>Approval of the review's proposed changes.</p> <p>Funding recommendation sought – no funding requested at this stage</p> <p>Total value of the scheme - £183,400,000</p> <p>Total value of Combined Authority funding - £174,470,000</p>

## 5 Information

5.1 The Combined Authority's Assurance Framework requires that formal approval is given to the following elements of a scheme as part of its development:

- The progression of a scheme through a decision point to the next activity.
- Indicative or full approval to the total value of the scheme funding requested.
- The Combined Authority's entry into a funding agreement with the scheme's promoter.
- The assurance pathway and approval route for future decision points.
- The scheme's approval tolerances.

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

## Projects in Stage 1: Assessment and Sequencing

<b>Project Title</b>	<b>City Region Sustainable Transport Settlement (CRSTS) Capacity Fund</b>
<b>Stage</b>	1 (Assessment and Sequencing) and 2 (Project Development)
<b>Decision Point</b>	2, 3 and 4 (Business Justification)

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

## Background

- 5.3 The government's City Region Sustainable Transport Settlement (CRSTS) programme has been designed to deliver investment in integrated and sustainable transport across a city region, with funding devolved to Mayors over a five-year period to deliver. The Budget 2021 committed £4.2 billion for CRSTS capital settlements for Mayoral Combined Authorities (MCA) commencing in 2022/23. £830,000,000 of CRSTS capital funding was indicatively awarded to the Combined Authority. A Programme Business Case for the CRSTS programme that will be delivered through this £830,000,000 was submitted to government in January 2022.
- 5.4 Department for Transport CRSTS capital funding settlements are complemented by revenue funding allocations to Mayoral Combined Authorities, known as CRSTS Capacity Funding. An allocation of £7,400,000 revenue funding was made to West Yorkshire and grant funding was confirmed and paid to the Combined Authority in May 2021.
- 5.5 A Strategic Assessment was submitted in June 2021 and approval granted by the Combined Authority on 21 June 2021 to progress to SOC, with financial approval for £3,000,000 of initial funding to enable development of the SOC and the CRSTS Prospectus and subsequent Programme Business Case submissions to Government.
- 5.6 This Business Justification sets out a proposal for a further approval of £2,840,000 for (tranche 2). A further tranche of activities will be developed, and approval sought for the remaining £1,560,000 through an update to this Business Justification document providing detail on remaining proposals.

- 5.7 To note: Alongside confirmation of the indicative capital allocation of £830,000,000 for West Yorkshire, the ministerial letter sent in November 2021 confirmed that in addition to the resource funding provided in 2021/22, Government will provide further funding to support the development and delivery of the CRSTS settlements – with £50,000,000 revenue funding across the eight participating MCAs in 2022/23, then £25,000,000 in 2023/24 and £25,000,000 in 2024/25. If the same approach to apportioning to MCAs is applied as used for the 2021/22 funding, then this would suggest an additional £17,100,000 could be allocated to the Combined Authority and partners in coming years.
- 5.8 Government's CRSTS guidance sets out a brief description of the purpose of capacity funding, as follows:
- Each eligible MCA with appropriate governance arrangements has been allocated capacity funding to support this programme. Given the long-term and integrated nature of settlements, part of this resource funding should be used to support building longer-term local transport planning and delivery capacity, which could include developing local institutional capability, potentially including formal project and programme leadership training. This funding should be used only for transport purposes, not wider priorities.
  - There is no further detailed guidance on how the funding is to be used and as part of a devolved long term funding settlement, a degree of local discretion can be expected in line with the commitment in the West Yorkshire Devolution Deal.
  - No monitoring or reporting requirements have been identified in any CRSTS guidance documentation, and there are no conditions attached to the grant funding determination.
  - Although payment was made in 2021/22, there are no conditions or known requirements for funding to be spent in year and it is expected that funding can be utilised through the CRSTS period to deliver support when required, to meet local needs.
- 5.9 The Combined Authority's proposed scope of this funding and core requirements are set out below and the details of individual activities to be funded through tranche 1 and 2 (of 3) are provided in Appendix 2.
- Supporting development of the pipeline of future schemes
  - Developing transport policy and strategy that will help to identify schemes for the future pipeline
  - Supporting development of the CRSTS 2022-27 programme
  - Increasing capacity and skills within the Combined Authority and partner councils
- 5.10 A summary of the scheme's business case is included in Appendix 3.

## **Tackling the Climate Emergency Implications**

5.11 One of the national CRSTS objectives is decarbonising transport, especially promoting modal shift from cars to public transport, walking and cycling. This CRSTS Capacity Funding will support delivery of the CRSTS Programme which will help achieve the national objective and the West Yorkshire SEF priority, and its Climate and Environment Action Plan aims by:

- Enabling mode shift through improvements to bus, cycle, walking and rail provision in the region. This includes measures to provide priority for buses, in line with the National Bus Strategy requirements, alongside safe, segregated cycle provision, which will make these genuinely competitive transport modes as an alternative to car travel. The mode shift achieved through this programme will help us to meet the travel behaviour changes identified as required in the Connectivity Infrastructure Plan and our Climate and Environment Action Plan 2021-2024.
- Providing a new form of low carbon, high-capacity transport through development and initial delivery of a mass transit system for the region, with further delivery planned through subsequent settlements.
- Enabling decarbonisation of the transport system and vehicles, through investment in zero emission buses and EV charging infrastructure to increase the proportion of electric cars and vans within the overall fleet

## **Outputs, Benefits, and Inclusive Growth Implications**

5.12 The scheme outputs are set out below and the details of individual activities to be funded through tranche 1 and 2 (of 3) are provided in the attached Appendix 2:

- Progress overall development of a transport pipeline between 2022 and 2027 including developing transport policy and strategy that will help to identify schemes for the future pipeline
- Bring individual schemes through the pipeline and get them developed by 2027 or earlier if required to meet other funding opportunities.
- Increasing capacity and skills within the Combined Authority and partner councils and ensure that all West Yorkshire partners have access to appropriate resources, capacity, and skills to deliver the above throughout the programme period (2022-2027).
- A CRSTS bid prospectus set out the headline details of a delivery programme for a five-year period from 2022 to 2027. Further work is required within the required Programme Business Case to provide programme/scheme definition and to support programme set up and scheme development to ensure that delivery can commence from April 2022. Work is then required to develop future schemes for delivery through a future CRSTS settlement (from 2027 onwards) or other funding opportunities that arise. This will involve prioritisation of future schemes within the pipeline for development.



5.13 The scheme benefits are set out below:

- Direct public sector benefits – increased capability and capacity of Combined Authority and partner council staff to manage programmes and deliver high quality transport projects
- Financial benefits such as reduced need for future consultancy support through greater use of in-house resource, following improvements in internal capacity and capability. Some consultancy support is still proposed as part of this Capacity Fund programme to address immediate resource pressures and skills gaps.
- Increased potential for securing future investment through pipeline development, leading to better preparedness for funding opportunities and schemes that have been developed to a greater extent ahead of opportunities arising
- Reduced risk to future investment programmes – through schemes that have been developed to a greater extent before being included in a funded investment programme, de-risking their delivery, for example cost and schedule risks and overall programme risk
- Wider benefits to society – through better, higher quality schemes delivered by better resourced and skilled delivery teams within the Combined Authority and partner councils

5.14 One of the national CRSTS objectives is levelling-up services towards the standards of the best. This CRSTS Capacity Funding will support delivery of the CRSTS Programme, which will help achieve the national objective and the West Yorkshire SEF priority of inclusive growth:

- Prioritising transport on corridors which connect deprived communities to economic opportunities
- Supporting transport interventions which improve access to new housing and employment sites, particularly for walking and cycling which can provide a low-cost travel option for residents
- Interventions in areas of low car ownership, enabling a greater proportion of residents in these areas to access opportunities further afield through sustainable travel
- Ensuring that information about public transport is accessible to all groups, regardless of disability or native language.
- Reducing the many negative impacts of car-based travel, especially where these are borne by those least likely to drive
- Build on existing programmes to continue to fill strategic gaps in our network and bring more people within range of attractive, efficient, sustainable transport options.

## **Equality and Diversity Implications**

- 5.15 The CRSTS Capacity Funding offers the opportunity to increase skills and understanding of issues affecting all users of the transport system, through general and targeted equality diversity and inclusion (EDI) training. This will link to wider organisational EDI training plans and the Combined Authority's Equality Diversity and Inclusion Officer will be involved in the development of training delivered using CRSTS Capacity Funding.
- 5.16 The CRSTS programme which will be supported through CRSTS Capacity Funding aims to make improvements that will increase access for all residents to our transport system and to the opportunities it provides connectivity to. Accessibility improvements to rail and bus facilities across all five West Yorkshire districts will open up the public transport network to a wider range of customers and enable more journeys to be made by sustainable means, whilst interventions in areas of low car ownership, enabling a greater proportion of residents in these areas to access opportunities further afield through sustainable travel. The programme will also see improvements to information and ticketing for public transport is accessible to all groups, regardless of disability or native language

## **Risks**

- 5.17 The key scheme risks are:
- Recruitment of staff – issues with recruiting to some posts have been experienced within the Combined Authority and partner councils in recent years. As this proposal has a focus on increased in house skill and resource levels, this is dependent on the Combined Authority and partner councils being able to recruit to posts. There is also a risk of roles being filled in some authorities through existing staff being recruited from other partners.  
Mitigation: A district resource audit has been undertaken, which has identified current vacancies within partner councils and a plan being developed collaboratively by West Yorkshire partners to address these wider issues around recruitment and retention including improvements to the image and communications of the work of the Combined Authority and partner councils to attract more candidate to the transport industry, public sector work and to West Yorkshire authorities.
  - Insufficient funding to meet demand for support, for example training. Constrained local authority learning and development budgets in the past have led to a training deficit amongst partners and with the range of staff involved in programme and scheme delivery, there may be significant interest and requirement identified for training to be provided across all West Yorkshire partners. This could lead to fewer staff being trained than are needed to successfully deliver CRSTS and future programmes and schemes to the best possible levels of quality, or imbalances in levels of training across teams and partners.  
Mitigation: Initial training needs have been identified as part of the district resource audit and a more detailed training plan will be developed in

conjunction with partner councils to agree a consistent approach that targets resource in the most appropriate way

- Preserving enhanced capacity and capabilities - Investment into resources and skills, for example through recruitment and training, and the broader capacity and capability of the Combined Authority and partner councils will put at risk if staff cannot be retained.  
Mitigation: as part of wider planning around recruitment and resourcing (see above), measures to increase staff retention will be explored and implemented. This could include consideration of pay grades and working conditions as well as containing to provide development opportunities and create structures that enable progression within authorities.
- External supplier availability (where external support is still required) - External suppliers, for example consultancy support, is required in some specialist areas (e.g. rail, training provision) and where internal resource is not sufficient to deliver work in house. Demand for consultancy support arising from the Combined Authority and partner councils for other workstreams, as well as wider industry requirements, could lead to difficulties in successfully procuring suitable support.  
Mitigation: external support will be aimed at meeting specialist needs rather than addressing general resource gaps, and consideration of delivery internally will be made if this can deliver outputs to timescales required. Existing frameworks will be used, and market testing undertaken where appropriate for the nature and scale of work.

## **Costs**

- 5.18 Department for Transport CRSTS capital funding settlements are complemented by revenue funding allocations to Mayoral Combined Authorities, known as CRSTS Capacity Funding. An allocation of £7,400,000 revenue funding was made to West Yorkshire and grant funding was confirmed and paid to the Combined Authority in May 2021.
- 5.19 A Strategic Assessment was submitted in June 2021 and approval granted by the Combined Authority on 21 June 2021 to progress to SOC, with financial approval for £3,000,000 of initial funding to enable development of the SOC and the CRSTS Prospectus and subsequent Programme Business Case submissions to Government.
- 5.20 This Business Justification sets out a proposal for a further approval of £2,771,988 for (tranche 2) as detailed in Appendix 2.
- 5.21 A further tranche (tranche 3) of activities will be developed and approval sought for the remaining £1,560,000 through an update to this Business Justification document providing detail on remaining proposals.
- 5.22 Tranche 2 costs are as follows: remaining funding is:
- £1,900,000 for staff costs to create additional capacity, including £410,000 for pipeline development support, £850,000 for transport

modelling capability, £360,000 for communications and engagement and £290,000 for technical support on quality management and quality panel resourcing

- £500,000 for support to the partner councils for CRSTS scheme development costs to develop schemes to SOC stage
- £200,000 for a training package for Combined Authority and partner council officers, plus potential elected member training and awareness raising
- £220,000 for additional consultancy support for strategy development work

5.23 Approval to £2,756,411 for tranche 2 (of 3) is given, allocated as detailed in Appendix 2, bringing the total approval to £5,756,411.

5.24 The Combined Authority will enter into Funding Agreements with each of the councils for expenditure as detailed in Appendix 2.

5.25 The scheme Spend Profile is as detailed in Appendix 2.

### **Assurance Pathway and Approval Route**

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Strategic Assessment Priority (SAP) Group Decision: Director of strategy, Communications and Policing and Director of Delivery	21/06/2021
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/03/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2023
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2023
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team	02/10/2023

	Decision: Combined Authority's Director of Delivery	
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## Other Key Timescales

5.26 Other timescales are:

- 01/07/2022 - Tranche 3 proposals defined, and approval granted

## Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report Delivery (DP5) timescales remain within 6 months of those outlined in this report.

## Appraisal Summary

- 5.27 The strategic case is strong and capacity funding to the partner councils and the Combined Authority are key to ensuring the success of the CRSTS programme. It is recommended that work is undertaken during delivery to make the outputs SMARTer.
- 5.28 Value for money assessments for funding and activities of this nature are not considered appropriate, with no known assessment methodology or comparators to base an assessment on. However, investment of this kind is still regarded as providing good value for money.
- 5.29 Activities will be funded via a combination of existing staff resource, external recruitment, and procurement of external suppliers where necessary. Procurement of any external suppliers for consultancy or training will be undertaken in line with the Combined Authority's Contract Standing Orders and Procurement and Commercial Strategies.
- 5.30 £3,000,000 of initial funding to enable development of the SOC and the CRSTS Prospectus and subsequent Programme Business Case submissions to Government (tranche 1) has been previously approved.
- 5.31 Approval to £2,756,411 for tranche 2 (of 3) is requested, allocated as detailed in Appendix 2, bringing the total approval to £5,756,411. Tranche 3 activities will be developed, and approval sought for the remaining £1,560,000 providing detail on remaining proposals. However, it is worth noting that:
- There are a number of costs in Appendix 2 that could be capitalised. It is proposed that when schemes get capital allocations from CRSTS the capacity funding revenue should be replenished. Therefore, it is expected that the fund will work as a revolving pot.
  - A costed training and development plan will be developed for inclusion in tranche 3 and / or and future capacity funding grants for 2022/23, 2023/24.

- 5.32 Oversight of delivery of CRSTS Capacity Fund programme will be provided by the CRSTS Internal Oversight Board which will oversee delivery of the capital programme and progress on delivery of the CRSTS Capacity Fund programme will be reported to the Policy Sponsor and updates provided to the CRSTS Internal Oversight Board in line with the overall programme management approach being developed for the capital programme.

### **Recommendations**

- 5.33 The Combined Authority approves that:
- (i) The CRSTS Capacity Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
  - (ii) An indicative approval to the Combined Authority's contribution of £7,400,000. The total scheme value is £7,400,000.
  - (iii) Approval to £2,756,411 for tranche 2 (of 3) is given, allocated as detailed in Appendix 2, bringing the total approval to £5,756,411.
  - (iv) The Combined Authority enters into a Funding Agreement with each of the councils for expenditure as detailed in Appendix 2.
  - (v) Changes to allocations in iii) and iv) above are delegated to the Senior Responsible Officer (Interim Director of Policy and Development) of the CRSTS programme.
  - (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Gainshare Capacity Funding</b>
<b>Stage</b>	1 (Assessment and Sequencing) and 2 (Project Development)
<b>Decision Point</b>	2, 3 and 4 (Business Justification)

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

## Background

- 5.34 This scheme will be funded from the Single Investment Fund (SIF).
- 5.35 At the Combined Authority meeting in June 2021 the approach to the Single Investment Fund (SIF) and the West Yorkshire Investment Strategy (WYIS) were endorsed. The WYIS sets out the Investment Priorities for an investment period, currently April 2021 to 31 March 2024, framed across six areas. These investment priorities are multi-dimensional and complementary. They are underpinned by three cross cutting themes: tackling inequalities; inclusive growth; and tackling the Climate Emergency.
- 5.36 In each Investment Priority area, a number of priority project/programme areas have been identified that are the focus for intervention. It is intended that over the medium term, a pipeline of overarching programmes/projects for each area will be developed across the region.
- 5.37 However, during partnership discussions, it has been identified that there are significant capacity restraints across the region. Additional capacity is required within both the Combined Authority and the Local Authorities in order to develop a comprehensive pipeline of schemes and interventions to meet the ambitious collective priorities and objectives and ensure key outcomes are met. Robust pipelines are not just important to maximise future gainshare and to identify future borrowing needs but are also key to ensure the region is in a strong position for future external funding, further devolution, and government spending rounds.
- 5.38 Combined Authority on 03 February 2022:

- (i) Indicatively approved the revenue funding envelopes to the Investment Priorities within the WYIS for the financial years 21/22-24/25. Full approvals to spend will be granted once pipelines of projects have been developed. All schemes and pipeline will be progressed through the assurance process in line with the Combined Authority's Assurance Process.
  - (ii) Indicatively approved £11,400,000 funding from the Single Investment Fund to the Combined Authority and Local Authorities to support capacity issues and enable pipeline development work to be undertaken against the Investment Priorities. Full approval to spend will be granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process.
- 5.39 To allow work to be progressed approval is sought of £11,400,000 over the financial years 2022/23-2024/25 to boost capacity and enable scheme and pipeline development to be undertaken. It is proposed that this funding is split equally, £1,890,000, for each of the five Local Authorities and the Combined Authority plus £60,000 for project management support, with flexibility to spend across the three years in the most appropriate way for the organisation. Capacity funding is expected to help facilitate and support the creation of new jobs across the partners, which will support delivery of the six Investment Priorities of the WYIS by increasing resources.
- 5.40 The breakdown for each partner against each of the six Investment Priorities is set out in Appendix 4 and a summary of the scheme's business case is included in Appendix 5.

### **Tackling the Climate Emergency Implications**

- 5.41 The capacity funding supports IP4 – Tackling the Climate Emergency. £1,654,359 has been requested to support this IP.
- 5.42 Tackling the Climate Emergency is at the heart of the SIF and WYIS as a key investment priority. The Local Authorities and Combined Authority have detailed their consideration, at this stage, of climate impacts in Appendix 4.

### **Outputs, Benefits, and Inclusive Growth Implications**

- 5.43 The scheme outputs and benefits are:
- Develop and accelerate a pipeline of activity at a local and sub regional level including development of intelligence led business cases
  - Develop, plan, model, and design wider area interventions to unlock development sites e.g., for affordable housing and/or commercial use including the promotion of active travel, modal shift and public transport integration helping address the climate emergency and reduce inequalities.



- Strengthen strategic relationships with key stakeholders – including partnership work between the local authority partners and the Combined Authority to enhance strategy and policy development.
- Fund additional technical consultancy, for example, to support design, planning applications and procurement of key infrastructure, as required.
- Undertake primary and secondary research, providing a robust baseline of evidence and intelligence, to better understand the opportunities, gaps, and impact of collective and individual interventions (annual assessments).
- Provide resources to improve the interpretation of data and intelligence locally and at a regional West Yorkshire level, to monitor, evaluate and challenge project delivery or to use this intelligence to update and strengthen new strategy and policy frameworks alongside pipeline project development.
- Develop activity to build an inclusive economy, taking forward initiatives based on initial pilot work, including spatially focused activity.
- Develop new approaches that embed fair work, inclusive economy and community wealth building and which lever in social value.
- Improve local and regional propositions to attract external funding

5.44 Inclusive growth is core within the Investment Priorities of the West Yorkshire Investment Strategy to ensure everyone benefits from the investments made across the region. As such, the schemes brought forward will ensure they have considered the inclusive growth implications, and each authorities consideration, at this stage, is detailed in Appendix 4.

### **Equality and Diversity Implications**

5.45 Reducing inequality is a cross cutting theme within the Investment Priorities of the WYIS to ensure that investments made across the region support equality and Diversity. The Local Authorities and Combined Authority have detailed, at this stage, how they intend to utilise their share of the £11,340,000 over the three-years, including taking into account the cross-cutting theme of the WYIS of reducing inequality, in Appendix 4.

5.46 Equality Impact Assessments will be undertaken as part of scheme development to ensure that as schemes progress through Assurance Framework equality, diversity and inclusion is given due regard.

### **Risks**

5.47 The key risk is:

- The deliverables as noted in Appendix 4 are not completed and realised within the three-year timeframe – which will ultimately result in the ambition of the WYIS not being realised. The impact of this is significant as the purpose of the WYIS is to direct investment and development activity in the short to medium term and invest in and effectively target

interventions and opportunities that deliver the transformational change required which address the wider strategic aims of the Combined Authority to generate the growth required for the region.

Mitigation - Ensure the resource is managed effectively by each partner to ensure it is not diverted from the intended purpose and monitored in a timely and robust manner to demonstrate progress is being made. Whilst flexibility, for its use, has been granted over the three-year investment period, there is an expectation that the work will be progresses at speed and will be achieved in a timely manner. As Accountable Body for the Fund the Combined Authority will mitigate these risks by holding the Combined Authority and Local Authorities to account according to the deliverables and outcomes they have stated. Effective communication between partners will enable effective mitigation of any issues as and when they may arise. As a minimum it is expected a report will be shared with the West Yorkshire Political Leadership Group bi-annually and a full progress report provided to the Combined Authority on an annual basis.

### Costs

- 5.48 The total scheme costs are £11,400,000.
- 5.49 The Combined Authority's contribution is £11,400,000 from the Single Investment Fund, which is to be split between the five Local Authorities and the Combined Authority as detailed in Appendix 4, plus £60,000 for project management support. The total was approved by the Combined Authority in principle at the 3 February 2022 meeting.
- 5.50 The Combined Authority will need to enter into a funding agreement with each of the partner councils for expenditure of up to £1,890,000 from the Single Investment Fund (SIF).

### Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	25/03/2022

### Other Key Timescales

- 5.51 Other timescales are:
- April 2022 - Funding available to Local Authorities and Combined Authority
  - March 2025 - Funding ends

### Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report
Delivery (DP5) timescales remain within those outlined in this report.
Outputs: Remain within -10% of those outlined in this report

## Appraisal Summary

- 5.52 The strategic case is strong and capacity funding to the partner councils and the CA are key to ensuring the CA has a pipeline of overarching programmes / projects for each investment priority across the region. However, further work is required during delivery to make the Deliverables and Outcomes Targeted SMARTer.
- 5.53 A number of options have been considered and the recommended option has been well justified, with reference to the spending objectives and critical success factors and offers a value for money solution to a pipeline of overarching programmes / projects.
- 5.54 The demand for this funding is well evidenced. At this stage procurement routes are not set out, but the majority of funding is for staffing within the councils or Combined Authority. Procurement is required for consultancy support or undertaking feasibility studies / surveys, which are standard procurements, which is why the commercial case is Amber.
- 5.55 £11,400,000 was approved by the Combined Authority in principle at the 3 February 2022 meeting, so funding is in place and what it is to be spent on is outlined in reasonable detail.
- 5.56 The programme will be governed through bi-annual status reports to the West Yorkshire Political Leadership Group and an annual progress report will be presented to the Combined Authority to demonstrate the progress in supporting the delivery of the WYIS. Although there is no detail on how quality, change, risk, contract, evaluation etc. management arrangements will be managed, the Local Authorities and the Combined Authority have set out their own project management arrangements to manage the funding. However, the governance for the capacity funding and the overall gainshare funding needs strengthening and therefore also monitoring and reporting during the three years and the final evaluation.

## Recommendations

- 5.57 The Combined Authority approves that:
- (i) The Gainshare Capacity Funding scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
  - (ii) Approval to the total scheme value of £11,400,000 is given, allocated as detailed in Appendix 4.

- (iii) The Combined Authority enters into a Funding Agreement with each of the councils for expenditure of up to £1,890,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>CRSTS Programme</b>
<b>Stage</b>	1 (eligibility)
<b>Decision Point</b>	2 (strategic outline case)

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

## Background

- 5.58 The government's City Region Sustainable Transport Settlement (CRSTS) programme has been designed to deliver investment in integrated cross-modal sustainable transport plans across a city region, with funding devolved to Mayors over a five-year period to deliver. The Budget 2021 committed £4.2 billion for CRSTS capital settlements for Mayoral Combined Authorities (MCA) commencing in 2022/23. £830,000,000 of CRSTS capital funding was indicatively awarded to the Combined Authority. A Programme Business Case for the CRSTS programme that will be delivered through this £830,000,000 was submitted to government in January 2022. Confirmation of the settlement from government is expected in spring 2022.
- 5.59 The population of West Yorkshire is expected to grow from approximately 2.3 million to 2.5 million by 2040, which will increase demand and pressure on existing transport networks.
- 5.60 West Yorkshire has busy urban areas as well as isolated villages and market towns. Since the 1960s, large-scale public transport investment has generally been focused on urban areas, leaving people in other areas to become more reliant on cars, to become more dependent on cars, which has further isolated those who do not or cannot drive. The transport network requires significant investment to help boost the region's productivity, level up across the region and decarbonise the transport system through modal from private cars to sustainable transport.
- 5.61 It is recognised that private vehicles still make up a sizeable proportion of journeys in the region, contributing to serious public health and environmental challenges. The CRSTS programme aims to address inequalities in transport provision, reduce carbon emissions through modal shift from cars to

sustainable transport, and help build a strong economy with access to job opportunities for all, particularly those living in areas of deprivation.

- 5.62 The programme is made up of a wide range of components, including the TCF programme (delivering bus, cycling, walking and rail improvements), new bus priority and cycle corridor schemes, rail improvements, integration, and shared mobility measures, electric vehicle (EV) charging and development and the initial development of a new mass transit system for the region. The CRSTS programme also includes general highways improvement programmes, asset management and renewal programmes, and road safety measures.
- 5.63 The CRSTS Programme includes 61 schemes which are part of the following 10 packages:
- Better places programme - local cycling, walking and neighbourhood improvements
  - Bus and cycle priority corridor improvements
  - Integrated Shared Transport – for example integrated ticketing and information, demand response transport, and mobility hubs
  - Maintenance and Renewal - roads and pavements
  - Maintenance and Renewal -traffic signals, rights of way and bus infrastructure
  - Mass Transit development
  - Rail accessibility, connectivity, and capacity improvements
  - Regional Pilot and Decarbonisation Programme
  - Safer Roads Programme
  - Zero Emission Buses
- 5.64 CRSTS also includes the Behaviour Change Programme. The Behaviour Change Programme will deliver activity that will enable more people to travel by public transport, on foot and by bike as well as benefit from the place-based initiatives to be delivered by CRSTS.
- 5.65 A summary of the programme’s business case is included in Appendix 6.

### **Tackling the Climate Emergency Implications**

- 5.66 One of the national CRSTS objectives is decarbonising transport, especially promoting modal shift from cars to public transport, walking and cycling. This CRSTS Capacity Funding will support delivery of the CRSTS Programme which will help achieve the national objective and the West Yorkshire SEF priority, and its Climate and Environment Action Plan aims by:
- Enabling mode shift through improvements to bus, cycle, walking and rail provision in the region. This includes measures to provide priority for buses, in line with the National Bus Strategy requirements, alongside safe, segregated cycle provision, which will make these genuinely

competitive transport modes as an alternative to car travel. The mode shift achieved through this programme will help us to meet the travel behaviour changes identified as required in the Connectivity Infrastructure Plan and our Climate and Environment Action Plan 2021-2024.

- Providing a new form of low carbon, high-capacity transport through development and initial delivery of a mass transit system for the region, with further delivery planned through subsequent settlements.
- Enabling decarbonisation of the transport system and vehicles, through investment in zero emission buses and EV charging infrastructure to increase the proportion of electric cars and vans within the overall fleet

5.67 Through modal shift from car to sustainable transport and decarbonisation of transport systems, the programme will reduce carbon emissions and support West Yorkshire's aspirations to become a net zero carbon region by 2038. The programme is forecast to reduce carbon emissions by up to 15,000 tonnes per year by 2038.

5.68 The Combined Authority was recently invited to receive funding to become a Zero Emission Bus Regional Area and support decarbonisation in the transport sector along with the roll-out of 4,000 Zero Emission Buses. The CRSTS Programme will support this and deliver more zero emission technology.

### **Outputs, Benefits, and Inclusive Growth Implications**

5.69 The scheme outputs and benefits include:

- Increased access to jobs by bus, contributing to the creation of 1,000 well paid, skilled jobs for young people by 2026.
- Improve public transport accessibility in the 20% most deprived communities and improve opportunities for all
- Improve public satisfaction in local places and streets compared to the baseline for appropriate schemes.
- Take up to 12.5 million car trips per year off our roads by 2038.
- Against a forecasted increase in carbon emissions from transport, reduce CO2 emissions from car travel by up to 1.5% (up to 15,000 tonnes per year) by 2038.
- Help achieve decarbonisation objectives for bus and 100% zero emission fleet by 2038.
- Bus priority schemes will improve bus journey times and bus user satisfaction compared to the baseline position
- Mass Transit will contribute to a growth in productivity for the region above the UK average by 2038.
- Mass Transit will connect up to 35 housing growth sites and 17 employment growth zones and five hospitals by 2038.

- 5.70 The benefit cost ratio for the programme has been calculated as 2.3:1 representing high value for money. This programme level economic appraisal excludes the mass transit package which is subject to separate assessment.
- 5.71 One of the national CRSTS objectives is levelling-up services towards the standards of the best. Delivery of the CRSTS Programme will help achieve the national objective and the West Yorkshire SEF priority of inclusive growth:
- Prioritising transport on corridors which connect deprived communities to economic opportunities
  - Supporting transport interventions which improve access to new housing and employment sites, particularly for walking and cycling which can provide a low-cost travel option for residents
  - Interventions in areas of low car ownership, enabling a greater proportion of residents in these areas to access opportunities further afield through sustainable travel
  - Ensuring that information about public transport is accessible to all groups, regardless of disability or native language.
  - Reducing the many negative impacts of car-based travel, especially where these are borne by those least likely to drive
  - Build on existing programmes to continue to fill strategic gaps in our network and bring more people within range of attractive, efficient, sustainable transport options.

### **Equality and Diversity Implications**

- 5.72 An Equality Impact Assessment has been undertaken to assess impacts at programme-level. The Combined Authority's Equality Impact Assessment Toolkit will be used to undertake Equality Impact assessments for all schemes within CRSTS will ensure that the accessible and inclusive nature and progress of the work is assessed and is maximised, as well as recognising the relationships between EDI, wellbeing, and climate change. An Equality, Diversity and Inclusion lead will be represented on the Programme Board to ensure equality, diversity and inclusion is embedded into the programme and supporting programmes and structures.

### **Risks**

- 5.73 The scheme risks include:
- Current and future inflation are not as initially assumed at the time of compiling the CRSTS programme. Costs will continue to increase throughout the settlement faster than what was reasonably allowed for, which will increase delivery costs beyond the settlement amount. This will be mitigated by considering procurement on a fixed basis or with an industry recognised inflationary index.
  - The impacts of the COVID-19 pandemic continue to be felt throughout the settlement period with new variants emerging, restrictions imposed



and supply chains suffering resulting in delays and increased costs. This will be mitigated by continuing to develop mitigation plans and engagement with the supply chain to understand long term impacts.

- Supply chain capacity and ability to deliver due to global factors and the post pandemic landscape. Issues currently exist and it is uncertain how long these issues will remain, and supply chains recover to pre-pandemic service levels. This will be mitigated by engagement with supply chains to understand issues and causes.
- Statutory processes take longer, or objections received. This will be mitigated by early engagement with stakeholders.
- Land acquisition takes longer and delays schemes. This will be mitigated by appointing land and legal consultants to advise on schemes early.
- Changes in political landscape and priorities at a local, regional, or national level. This will be mitigated by close dialogue with political stakeholders, ensuring appropriate briefings occur following any political changes.
- Local contribution does not materialise. This will be mitigated by working closely with partners and the private sector to ensure opportunities are secured.
- Availability of suitably qualified and experienced resources. This will be mitigated by resource audits and mapping to identify resource need.
- Infrastructure works cause network disruption delaying journeys and public frustration. This will be mitigated with dialogue with partner councils and key third-party stakeholders to understand scheme dependencies and co-ordinate work.
- When developed, schemes do not deliver the expected benefits or are not supported by stakeholders. This will be mitigated by regular reviews of schemes as they develop and early stakeholder engagement and buy in to help shape the schemes.

## **Costs**

- 5.74 The programme has a total cost of £1,231,994,853. This is funded from a number of sources on top of the £830,000,000 of CRSTS funding. These include TCF funding (DfT and gainshare), LPTIP, WY+TF, LTP IT, CCAG etc. and other sources such as Network Rail and Towns Fund. They have been included in the Programme Business Case sent to government to show contributions from other funding sources. Local contributions towards schemes have also been included from the public sector and private sector. These contributions are required to deliver the CRSTS programme as outlined in the Programme Business Case.
- 5.75 The CRSTS Programme Business Case also includes a level of over programming (£90,013,000) that reflects the high scenario proposal originally bid for (£920,000,000). The proposal to manage the over programming is to undertake a review at the end of year one, and subsequent years, to review

progress in terms of scheme development and delivery to assess progress against spend and outputs in line with the CRSTS objectives.

5.76 The proposed programme is split into 10 packages:

<b>Costs</b>	<b>Total (2022-27) - £</b>
Maintenance and renewal: roads and footways	248,000,000
Mass Transit development and initial delivery programme	199,912,500
Bus and cycle priority corridor improvements	248,037,604
Better Places programme - local cycling, walking and neighbourhood improvements	210,487,391
Rail accessibility, connectivity and capacity improvements	102,046,479
Zero Emission Buses	28,918,730
Integrated Shared Transport	89,176,286
Maintenance and renewal: traffic signals, rights of way and bus	61,425,722
Regional Pilot Decarbonisation Programme	9,135,991
Safer Roads Programme	34,854,149
<b>Total</b>	<b>1,231,994,853</b>
<b>Funding</b>	<b>Total (2022-27) - £</b>
<i>Central government funding</i>	
CRSTS funding	830,000,000
Other funding <i>From other programmes and sources, CA funding e.g. TCF funding and gainshare, LPTIP, WY+TF, LTP IT, CCAG) and other sources such as Network Rail, Towns Fund</i>	292,751,000
<i>Local contributions towards schemes</i>	
Public sector (MCa/La)	7,420,000
Private sector (third party)	11,810,853
<b>Total funded</b>	<b>1,141,981,853</b>
<b>Overprogramming</b>	<b>90,013,000</b>
<b>Total funding plus overprogramming</b>	<b>1,231,994,853</b>

5.77 Programme wide costs, including programme management, programme level risk and inflation allowances, the behaviour change programme, monitoring and evaluation, communications and consultation and engagement costs are apportioned between the 10 packages.

5.78 Given the forecast cost and complexity of delivery, this report is seeking approval for development and delivery costs of £63,455,916, which are included in the total costs outlined above, for business case development and programme management costs, comprising:

- Up to £30,311,916 for monitoring and evaluation, communications, consultation and engagement and Combined Authority programme management associated with delivering the programme
- Up to £3,000,000 for business case development. It is proposed that schemes seeking this funding present funding requests to the Combined Authority's Programme Appraisal Team (PAT) for consideration, with approval from the Director of Delivery, if appropriate. This report is therefore also seeking approval for the delegation of authority to the Combined Authority's Director of Delivery, to approve requests for

business case development costs, in accordance with the Assurance Framework.

- Up to £30,144,000 for the maintenance and renewal of roads and pavements, traffic signals, rights of way and bus and the Safer Roads programme, to cover costs for quarter 1 and quarter 2 of the 2022/23 financial year only. Approvals for further funding will be sought via the SOC submission later in the year.

5.79 The behaviour change programme requests the delegation of authority to the Combined Authority's Managing Director to approve the behaviour change programme proceeding into delivery in accordance with the Assurance Framework, so that delivery can commence in line with delivery timescales. The approval to progress to delivery will be sought via a change request, which will provide more detail about the behaviour change programme's individual schemes and how the indicative allocation of £10,550,000 will be split between those schemes.

### Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/04/2027
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	25/06/2027
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/04/2028

5.80 Individual scheme approval routes will be confirmed as part of the business case submissions and are not requested as part of this strategic outline case approval.

### Other Key Timescales

- March 2022 - Funding allocation confirmed

- April 2022 - Start of programme delivery
- December 2024 – Transforming Cities Fund (TCF) funded schemes completed
- March 2027 - All other schemes (except mass transit) completed
- April 2028 - Evaluation completed

## Assurance Tolerances

Assurance tolerances
That Combined Authority costs remain within the agreed settlement amount of CRSTS. Delivery (DP5) timescales remain within 6 months of those outlined in this report.

## Appraisal Summary

- 5.81 The CRSTS programme aims to deliver a number of schemes to tackle congestion, improve air quality and make sustainable transport (public transport, walking and cycling), the first choice of transport for people in West Yorkshire. The strategic case discusses the population of West Yorkshire and how there are increasing pressures on the transport networks, resulting in the need for improvements. Details of strategies and policies the programme aligns with have been set out, including the Mayor's priorities and climate emergency.
- 5.82 The strategic outline case details how the programme will contribute towards inclusive growth, along with the current challenges with equal access to transport for education and employment opportunities.
- 5.83 The schemes to be developed in this programme were selected in partnership with partner councils and have been documented in the business case. The schemes were selected through a prioritisation process which appears reasonable and individual scheme economic appraisals will be undertaken as they progress through the assurance process.

## Recommendations

- 5.84 The Combined Authority approves that, subject to the successful outcome of the bid to DfT:
- (i) The City Region Sustainable Transport Settlement (CRSTS) programme proceeds through decision point 2 (strategic outline case) and work commences on development of the relevant business case for each individual scheme
  - (ii) An indicative approval to the total programme value of £830,000,000 is given. The total programme cost is £1,231,994,853.

- (iii) Approval of development and delivery costs of up to £63,455,916 for business case development and programme management costs is given as follows:
- Up to £30,311,916 for monitoring and evaluation, communications, consultation and engagement and Combined Authority programme management
  - Development costs of up to £3,000,000 to enable delivery partners to develop scheme business cases.
  - Delivery and development costs of up to £30,144,000 for the development of strategic outline cases and quarter 1 and quarter 2 costs for the Highways Asset Management, Network Management and Safer Roads programme.
- (iv) Approval is given for the delegation of authority to the Combined Authority's Director of Delivery, following a recommendation from the Programme Appraisal Team, to approve requests for business case development costs, in accordance with the Assurance Framework.
- (v) Approval is given for the delegation of authority to the Combined Authority's Managing Director, following a recommendation from the Programme Appraisal Team, to approve the behaviour change programme proceeding into delivery in accordance with the Assurance Framework from the indicative allocation of £10,550,000.
- (vi) In order to ensure that schemes can be delivered within the tight timescales, the Combined Authority delegates authority to the Managing Director to amend the approval and allocation of CRSTS if the DfT award differs from £830,000,000, or if further changes to individual allocations is required, as a result of changes to the programme and approaches to delivery.
- (vii) The Combined Authority enters into Funding Agreements with partners councils for expenditure, for the Highways Asset Management, Network Management and Safer Roads programme, up to the amounts shown below:
- Bradford                      £6,486,308
  - Calderdale                    £3,846,476
  - Kirklees                      £6,161,288
  - Leeds                         £9,281,288
  - Wakefield                    £4,368,640
- viii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Transport Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Transformational - West Yorkshire Mass Transit</b>
<b>Stage</b>	1 (eligibility)
<b>Decision Point</b>	2 (strategic outline case)

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

## Background

- 5.85 West Yorkshire has a vision “to be recognised globally as a great place to live with a strong, successful economy where everyone can build businesses, careers and lives supported by a superb environment and world-class infrastructure”. An accessible, efficient, and reliable transport network is one way that this Vision can be achieved.
- 5.86 The West Yorkshire Combined Authority in collaboration with partner councils are developing a mass transit system which will offer a new public transport option and an attractive alternative to car travel. The plan sets out a bold and ambitious plan for a new form of transport for West Yorkshire. Looking beyond district boundaries this vision considers corridors linking communities, employment, and other local and regional assets.
- 5.87 Alongside cycling, walking, bus and rail, mass transit will be essential in helping our communities thrive and the economy to flourish, bringing people and places closer together. By offering a new public transport option and an attractive alternative to car travel, it is expected that Mass Transit will address the Combined Authority priorities by:
- **Helping combat climate change** - provide climate resilient infrastructure and improve air quality by being low emission and providing an attractive and sustainable alternative to car travel.
  - **Connecting West Yorkshire’s important places** - Help people travel to jobs and education in a reliable, efficient, and affordable way. Increase the job and training opportunities people can easily get to.
  - **Supporting economic recovery** - Improve connections between areas of housing growth and employment, education, health, and leisure opportunities. Improve connections to new employment sites.

- **Improving health and wellbeing** - Make travelling around West Yorkshire a more pleasant experience. Support improved public realm. Provide an attractive alternative to car travel.
- **Supporting levelling up and help rebalance the economy** - Reduce transport barriers which limit travel horizons and so increase access to employment, education, health, leisure, and other services. Improve connections to local and district centres. Be fully accessible to all. Support redevelopment and regeneration.

5.88 The Mass Transit programme has the following strategic objectives (with the text in brackets showing which of the West Yorkshire Strategic Economic Framework (SEF) goals these support):

- A bigger, stronger, and rebalanced economy (“boosting productivity”)
- Delivery of new housing (“boosting productivity”)
- Sustainable development and regeneration of neighbourhoods, district centres, towns, and cities (“enabling inclusive growth”)
- Enhanced quality of life for West Yorkshire's residents and visitors (“enabling inclusive growth”)
- A low emission and low carbon future (“tackling the climate emergency”).

5.89 The proposed Mass Transit programme is aligned with the Mayor's pledges. Mass Transit will require a skilled labour force to construct and operate, it will help to attract inward investment and business growth, provide fast, reliable, and attractive public transport links to jobs, kick-start development and regeneration and prioritise inclusive growth.

5.90 Mass Transit will be part of a wider integrated transport system for West Yorkshire with simpler fares and contactless ticketing. As a part of the wider Connectivity Infrastructure Plan, Mass Transit will support existing local plan spatial priority areas and employment and housing centres across the region. Mass Transit will help combat climate change by offering a clean and sustainable means to travel across the region, offering an attractive and sustainable alternative to car travel and by providing climate resilient infrastructure.

5.91 The Mass Transit Vision was published as part of a wider West Yorkshire Connectivity Infrastructure Plan consultation in January 2021. At its meeting on 9 December 2021, the Combined Authority noted the feedback from the public engagement on the Connectivity Infrastructure plan and Mass Transit Vision. The engagement undertaken produced the largest response of its type that the Combined Authority has ever run. There were 430,000 social media views of the engagement material. We received 7,800 responses to our surveys, polls, the interactive map, and other stakeholder feedback. Overall, the support for the Vision was strong. Around 80% of respondents said they supported the Vision, either fully or in part.

- 5.92 Lessons learnt from other schemes demonstrate the importance of the early strategic work activities and that decisions undertaken during the front-end planning stage of projects play a vital role in defining the need for a project and determining whether it's a success. Work to date has put the programme onto a good footing.
- 5.93 The Strategic Assessment was approved by the Combined Authority in July 2020 and £2,041,000 of development funding from the West Yorkshire plus Transport Fund – Transformational Fund was provided.

#### Funding

- 5.94 The Combined Authority has an indicative allocation of £830,000,000 from the City Region Sustainable Transport Settlement (CRSTS) for the five-year period 2022/23 to 2026/27, following a submission to government in September 2021. Within this submission the Combined Authority set out the case for mass transit and included the development costs required in the next five years, for the first phases of the network. A further CRSTS business case is being submitted to government which includes further details on mass transit and seeks £200,000,000 for development and initial delivery. It is noted that delivery of mass transit will cost significantly more than the allocation currently available. The CRSTS proposal is over-programmed and so the exact amount to be spent on mass transit over the next five years will depend on the pace of the project and the management of the rest of the settlement.
- 5.95 In November 2021 the government published the Integrated Rail Plan (IRP). This confirms the 'in principle' funding for West Yorkshire Mass Transit. *"We commit today to building a Mass Transit System for Leeds and West Yorkshire, and to supporting West Yorkshire Combined Authority over the long term to ensure that this time, it gets done. That work begins now, with £200,000,000 of immediate funding to plan the project and start building it, with the first services operational in the second half of this decade."* (IRP page 7).
- 5.96 The IRP also references that *"We intend for some parts to be in service by the second half of this decade. The cost for the initial network, over ten years, is expected to exceed £2 billion, we will also expect local taxpayers to make contribute to the system's capital costs."* (IRP page 88). Government has subsequently confirmed that the £200,000,000 referenced in the IRP is the funding the Combined Authority has sought via CRSTS.
- 5.97 The IRP also identifies that there may be an additional £100,000,000 for Rail Studies, including mass transit. It is not yet clear on the split of funding or how the Combined Authority would access it.

#### Assurance

- 5.98 The programme level strategic outline business case is being assured through the Combined Authority's Assurance Framework. Thereafter, from April 2022 onwards, central government will carry out the assurance of West Yorkshire Mass Transit, as set out in their letter to the Mayor in November 2021 on the City Region Sustainable Transport Settlement.



- 5.99 As part of its assurance, central government typically asks other agencies to peer review the programme. Local Partnerships, the joint venture between the Local Government Association, HM Treasury, and the Welsh Government, is one such organisation. As such, the Combined Authority invited them to consider the current programme and provide recommendations. The findings were reported to the Combined Authority in February 2022.
- 5.100 Local Partnerships found that “excellent preparatory work has been done researching the technologies and mass transit systems being used both within the UK and beyond. The lessons learnt data and wider information from this work has been effectively used to establish a strong foundation for the programme and obtain support for the Mass Transit programme across West Yorkshire. Work is progressing well developing the strategic outline case (SOC) and the Combined Authority’s programme team is confident it will be submitted to DfT on time prior to the end of 2022. Currently there is only a small in-house programme team and plans are well advanced to urgently supplement this staff resource.
- 5.101 Each programme reviewed by Local Partnerships is given a Delivery Confidence Assessment (DCA), and for Mass Transit an “Amber” score was given on the basis that this “reflects the significant issues and risks such as funding, programme team resources, communication, and ongoing support. If the current SOC is successful and adequate funding is approved to progress the programme, it is expected this will improve to “Amber Green.”
- 5.102 A summary of the scheme’s business case is included in Appendix 7, which includes the initial mass transit network proposal.

### **Tackling the Climate Emergency Implications**

- 5.103 Carbon emissions generated by transport are currently at levels that, without significant intervention and changes to processes, a net zero carbon future by 2038 will not be achievable. Road transport is the biggest contributor to roadside air pollution with cars being the largest source of emissions.
- 5.104 To meet the 2038 net zero target, and even with a shift to zero/low emission vehicles, analysis suggests that a reduction of total vehicle kilometres exceeding 20% is necessary, accompanied by an increase in the use of sustainable modes (walking and cycling) and public transport.
- 5.105 Mass Transit has the opportunity to support improvements to air quality and contribute to carbon reduction goals by providing an attractive lower carbon, lower emission transport option. Increased capacity provided by Mass Transit will allow for additional capacity on congested corridors, which provides opportunities to improve vehicle flows which in turn will improve air quality.

### **Outputs, Benefits, and Inclusive Growth Implications**

- 5.106 The scheme outputs and benefits include:
- Driving growth and productivity through infrastructure investment

- Levelling-up services towards the standards of the best, to reduce transport barriers which limit travel horizons and so increase access to employment, education, health, leisure, and other services.
- Decarbonising transport, especially promoting modal shift from cars to public transport, walking and cycling.

5.107 The Mass Transit system aspires to be best in class for accessibility and in championing equality, diversity, and inclusion (EDI) to ensure the system is inclusive and accessible to all. The ambition is to have a Mass Transit system which is “Designed for people of all ages and abilities, and safe and secure for all” and provide facilities with consideration of safety for women and girls.

5.108 A central common theme of the Connectivity Plan, and the Mass Transit Vision as part of that, is that investment in transport accessibility will make a positive contribution to driving forward inclusive growth. The Combined Authority’s approach to transport seeks to provide practical alternatives to the private car that will help to tackle air quality issues and help provide access to jobs and education, especially for people currently less likely to access these opportunities. The plans particularly focus on how to support the hardest to reach communities to realise economic opportunities.

5.109 The monetised and other qualified benefits, and likely lifecycle cost, will be established at the next development stage. As such it is not possible to provide a Value for Money position for Mass Transit in any capacity as yet.

### **Equality and Diversity Implications**

5.110 Through the Combined Authority’s role in managing the delivery of the Transport Strategy, the Connectivity Plan and bidding for funding, focus will be placed on ensuring that equality and diversity needs are addressed, with a particular emphasis on improving accessibility for all.

5.111 The Mass Transit programme has set out a number of design principles that will support the Combined Authority’s EDI objectives including the following, which will be part of the ongoing design work:

- Designed for people of all ages and abilities – easily accessible low floor vehicles
- Reflect the region’s diverse communities and cultures
- Multiple doors for quick and easy boarding
- Inclusive safe spaces around stops
- Affordable, easy to use, enjoyable and stimulating

### **Risks**

5.112 The scheme risks include:

- Securing substantial funding to progress the next stage of business case development may not be possible. Mitigation - Development of a full

funding strategy will be a key next step now that there is greater clarity around the CRSTS funding position.

- High value for money BCR threshold for the programme may not be achieved. Mitigation - The value for money will be tested in the future stages. It should be noted given the ambition of the mass transit programme, many of the key outcomes will only be able to be assessed qualitatively, rather than being quantified within the constraints of central government TAG guidance for calculating a benefit cost ratio.
- Skillsets required to deliver the programme are in short supply. It may not be possible to bring in staff / suppliers who can provide the high quality required. Mitigation - A resourcing plan is in parallel being developed for Mass Transit, of which an initial step was that the Combined Authority endorsed creating a new Director of Mass Transit at the February 2022 meeting.
- Existing bus operator support is not secured for the scheme's business case in the lead up to full approval. Mitigation - Regular dialogue and partnership working with bus operators will be essential, linked in with the wider development work the Combined Authority is undertaking on Bus Reform and the Enhanced Partnership proposals.
- Loss of key team members, creating a major gap (e.g.: skills / knowledge / capacity / strategic) for a significant amount of time (either internally or within external suppliers). Mitigation - As above, a resourcing plan is in development.
- Risk of not securing partner buy in around the desired technology choice of the district partner thus compromising the strategic aims of the programme. Mitigation - With the CRSTS funding allocation for mass transit and reflecting on the feedback from the Local Partnerships Gateway 0 review, refreshed governance is being put in place, including a West Yorkshire member strategy group for transit, as referenced in the February 2022 report to the Combined Authority.

## **Costs**

5.113 The Mass Transit costings are currently at a benchmark, indicative level and are currently in further development. For example, at this point, decisions around the final mode, for example, bus rapid transit, light rail and very light rail, and the precise route have yet to be made. These factors will significantly impact on the costings for the scheme. Information around costing will be developed as part of future business case stages and will be made available for future public engagements.

5.114 At this stage, the Phase 1 scheme has not been confirmed and the development costs sought here will help enable an evidenced based phase 1 proposal to come forwards, as a future decision to be taken by the Combined Authority and Mayor. Our priorities for a first phase of the network are that it must:

- Have a strategic rationale and is operable as a standalone system

- Offer value for money and is financially sustainable and affordable
- Allow for network expansion and fits with our overall vision for transport set out in the Connectivity Infrastructure Plan
- Support local communities and groups

5.115 Given the points above, the costs for delivery and operation of Mass Transit need further development, but as highlighted in the Integrated Rail Plan, the costs are expected to exceed £2 billion and the West Yorkshire Mass Transit 2040 vision sets a pipeline of phased of projects, for delivery over the next 10-20 years.

5.116 £2,041,000 from the West Yorkshire plus Transport Fund (WY+TF) Transformation Fund has been provided to the programme previously to get to SOC stage.

5.117 The initial £200,000,000 for Mass Transit included in the CRSTS submission includes £175,000,000 for the development and enabling works and £25,000,000 for the further development of corridors beyond Phase 1, to be spent between 2022-2027. Mass Transit will need significant further funding beyond that identified in CRSTS to enable full construction of the system.

5.118 At this point the Mass Transit programme is requesting approval, subject to the outcome of the CRSTS bid, of £31,887,500 of additional development costs, bringing the total to £33,928,500 This will provide funds to continue development of the programme and the corridors and increase the resources dedicated to the programme. It will allow for the four, project level SOC's and the Programme Integration OBC to be developed as set out, and thereby enabling development work to proceed across all nine corridors identified in the WY Mass Transit vision

5.119 Further details are provided in the table below:

Development Activity	Total
Transport Modelling Tools	£4,000,000
Business Case Development	£1,100,000
Land, Legal & Commercial	£250,000
Combined Authority Resourcing	£10,200,000
District Team Resourcing	£4,000,000
Communication & Consultation	£300,000
Combined Authority Programme charge	£300,000
Design, Environmental and ECI Expenditure	£11,737,500
Total Cost	£31,887,500

## Assurance Pathway and Approval Route

- 5.120 The timeframes for approval of business cases through the Combined Authority's Assurance Framework are dependent on government timeframes. Forecast approval dates will be determined at a later stage.

## Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report. Cost increases over 0% will require further approval from the Transport Committee and costs increases over 10% will require further approvals from the Combined Authority.

- 5.121 It is proposed that assurance tolerances around programme, risks and outcomes and benefits are set at the Programme Integration OBC stage once further details about the whole programme are understood.

## Appraisal Summary

- 5.122 There is clear alignment of the strategic outcomes of the Mass Transit programme with the first three Combined Authority Priorities of Boosting Productivity, Enabling Inclusive Growth and to Tackle the Climate Emergency. The fourth priority, to delivery 21st century transport, is stated as a means of attaining the first three priorities, and the delivery of Mass Transit is a key strategy in how this will be accomplished.
- 5.123 The programme aligns well with many of the Mayor's pledges and priorities. There is clear alignment of the Mass Transit programme with local priorities and aspirations and national, pan regional (Transport for the North) and regional policies.
- 5.124 The SOC stage is the first decision point for the scheme and it is recognised that not all appraisal points can be fully addressed at this early stage of development. The stated objectives should be further developed with more focus on Mass Transit and how it could lead to the realisation of the Combined Authority's priorities and / or strategic objectives setting out SMART objectives. The operational model needs to be developed further as the scheme develops. These areas will be further developed in the Programme Integration OBC.
- 5.125 The programme has a strong focus on EDI and proposes for the Mass Transit system aspires to be best in class for accessibility and in championing EDI to ensure the system is inclusive and accessible to all. Further details of how this will be achieved, and how any negative impacts may be mitigated, will need to be further developed in the next stage.
- 5.126 At this stage the output / outcome of the programme with regards to carbon is not fully defined. The system is presented as being low emission (on street) and providing a sustainable alternative to the car. The main carbon challenge appears to be around the capital carbon, i.e. the carbon emission involved in

the building of the system. There is the potential that some residual carbon emissions will remain and therefore a carbon offsetting strategy will be required. This could potentially bring additional costs to the programme and the additional potential for ongoing liabilities.

- 5.127 Development of the programme has gone beyond SOC stage in some areas, but the approach taken by appraisal of the Mass Transit Programme SOC was to assess the development of the business case to date up to the point of the work required to develop a Mass Transit network for West Yorkshire. Initial work has been progressed for the development of the identified corridors which constitute the network, however the assessment of this detail will be for the phased corridor SOC.
- 5.128 The optioneering carried out to date on corridor and technology appears to be wide ranging. The SOC has considered scheme objectives, the areas of transit opportunity, which then informs the nine Mass Transit Corridors and the shape of the proposed Mass Transit network. However, there is no real options assessment of the proposed network, to look at different Mass Transit network options, for example, and how these may have different benefits.
- 5.129 It is not clearly stated why the identified issues cannot be fixed by the market or what other potential mechanisms or options there could be to remedy the identified issues, and why public investment is required. Or for example, why priority over general traffic for existing public transport cannot be achieved much cheaper with segregation and bus lanes. It is understood that this will be clarified in the next stage of development.
- 5.130 There will be multiple interdependencies with other projects and programmes being delivered by the Combined Authority, but these are not currently considered in depth. There are also interdependencies with other projects and programmes of regional and central government, such as Northern Powerhouse Rail and HS2.
- 5.131 The procurement of the Mass Transit system will be larger than anything the Combined Authority has carried out in the past, and the scope of the procurement goes beyond just infrastructure delivery and will need to carefully consider operational delivery as well. A clear commercial strategy will need to be developed but will be impacted by route choice and technology choice decisions.
- 5.132 At this stage there is an understanding of what funding may take the programme forward but once the CRSTS grant determination letter and conditions are known, there needs to be a fully developed commercial and funding strategy, noting the remarks within the IRP that “local taxpayers will need to make a contribution to the system's capital costs”. This will need to be considered as part of the development of the business case and to fully deliver any of the proposed phases.
- 5.133 The Mass Transit capital expenditure costings are currently at a benchmark, indicative level and are currently being further developed. At this stage the costs are very broad and there are several caveats around them, such as the

type of technology employed and the routes that Mass Transit could take. The cost estimates are based on benchmarks from other systems which would include provision for risk, contingency, or inflation but these will need to be explicitly calculated for the scheme in the next stages.

- 5.134 The costs do not seem to explicitly account for mitigation work for any negative impacts of the scheme. It is noted that at this stage that no explicit consideration has been given to the operating position for Mass Transit as at this stage routes and technologies have not been determined.
- 5.135 Governance of the scheme is robust, and it is understood that a Governance review is underway reflecting feedback from the Local Partnerships Gateway 0 review. At this stage only a high-level programme is provided, including a high-level outline of the business case development timescales and indicative timelines for the Phase 1 Network works.
- 5.136 Further stages of consultation are proposed during the next activity to cover the 'route choices' on each corridor and then on the preferred route choice. The SOC does not provide details for how the feedback from future consultation will be used to refine the project's design, output & outcome and this will need to be considered in the next stages.
- 5.137 The proposal is that a Programme Integration OBC will be progressed at the same time as developing individual corridor SOC's to decision point 2. The approach to corridor development seems sound and progression through SOC for each corridor before OBC, is considered the correct approach.
- 5.138 The relationship in terms of Assurance between the DfT and the Combined Authority will therefore need to be developed and formalised The Combined Authority will need to have confidence that the development of Mass Transit is progressing to time/budget and when necessary, change control is appropriate. This means that the Combined Authority will continue to assure the process through which Transit options are being developed.

### **Recommendations**

- 5.139 The Combined Authority, subject to the conditions set by Programme Appraisal Team:
- (i) Approves the West Yorkshire Mass Transit Programme proceeds through Decision Point 2 and work commences on Activity 3 (outline business case) for the Programme Integration Business Case and on Activity 2 (strategic outline case) for the four phased corridor projects within the programme.
  - (ii) Endorses the proposed Mass Transit Programme scope, ambition and network and the approach to phase development of projects within the overall programme.
  - (iii) Notes that future assurance of any Mass Transit business case will be "called in" by central government

- (iv) Indicatively approves £200,000,000 (subject to grant determination letter from government) to develop the West Yorkshire Mass Transit programme. Total scheme value is to be determined.
- (v) Approves development costs of £31,887,500 in order to progress each of the four phased project business cases to Decision Point 2 (strategic outline case), and the Programme Integration Business Case to Decision Point 3 (subject to Grant Determination letter from Government). This would take the total project approval to £33,928,500.
- (vi) Approves that future approvals are made in accordance with the Approval Pathways and Approval Routes outlined in this report and where required any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions for approval of Activity 2 (SOC) for the Programme Integration Business Case:

- (vii) Provide full details of the optioneering and options appraisal methodology, including clearly defined critical success factor development and use, criteria on technology and route options, low-cost options considered and first phase option criteria and include how approval was managed at each stage.
- (viii) Provide information on cost benchmarking exercise.
- (ix) Provide stated Data Protection Impact Assessments.



<b>Project Title</b>	<b>TCF: Leeds Public E-bike Share</b>
<b>Stage</b>	1 (eligibility)
<b>Decision Point</b>	2 (strategic outline case)

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

## Background

- 5.140 This scheme will be funded through the Department for Transport's Transforming Cities Fund (TCF). As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the TCF aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England's largest cities. This scheme will be funded through Tranche 2 of the fund, which received Department for Transport's approval in March 2020.
- 5.141 The TCF programme is organised into three themes which focus on improving public transport and cycling corridors, improving accessibility to key locations, and improving transport hubs and Interchange facilities. Local partners are developing packages of schemes for approval at strategic outline case (SOC) before bringing individual schemes through the assurance process at outline business case.
- 5.142 The scheme forms part of the West Yorkshire TCF Carbon Mitigation Measures Fund Programme which has a total value of £8,000,000.
- 5.143 The scheme is a public electric bike (e-bike) share scheme, which will involve approximately 630 e-bikes and up to 140 docking stations across Leeds. Figure 1 in Appendix 8 shows potential demand for e-bikes and Figure 2 shows the indicative hub locations.
- 5.144 Leeds City Council will own the e-bikes and infrastructure, but the scheme will be operated by an external operator. The e-bike tariffs will be set when the operator is appointed via the procurement process, but the aim is to keep prices competitive with public transport.

5.145 The promoters, Leeds City Council will require operators to offer users a variety of payment methods and ways to unlock the bikes. It is anticipated that the bikes will be available at all times via an app or in person at kiosks, however there will be the ability to limit use for example during adverse weather, public events or if required for public safety.

5.146 The scheme will also provide the software for the bike hiring process and equipment for running the service including one service electric vehicle (EV), four e-cargo bikes and the necessary repair and maintenance tools.

5.147 The scheme supports the Strategic Economic Framework priorities as follows:

- Boosting Productivity – by providing improved access to employment, training, and opportunities.
- Delivering 21st Century Transport – the scheme will provide a new form of public transport, enhancing the overall public transport offer in Leeds
- Securing Money and Powers – the scheme will be an exemplar, which can be used by other District Council partners to bid for funding for their own schemes. The scheme can also be extended to other areas of Leeds if Funding can be secured
- Tackling the Climate Emergency – the scheme will provide a realistic alternative to motorised transport, especially for short local journeys which can generate the highest levels harmful pollutants. The scheme will attract drivers away from car use, reducing greenhouse gas emissions.
- Enabling Inclusive Growth - the scheme provides an additional, low-cost public transport option and the choice of e-bikes ensures that the scheme appeals to the widest range of users.

5.148 The scheme also supports the following West Yorkshire Mayoral pledges: to prioritise skills and training, support local businesses and to tackle the climate emergency and protect our environment

5.149 A summary of the scheme's business case is included in Appendix 9.

### **Tackling the Climate Emergency Implications**

5.150 The e-bike share scheme will provide a viable, low-cost alternative to car use, particularly for shorter journeys within central Leeds.

5.151 Short journeys in motorised vehicles on congested road networks are the least efficient in terms of fuel use and produce the highest levels of emissions. The scheme is specifically aimed at replacing journeys of this type

### **Outputs, Benefits, and Inclusive Growth Implications**

5.152 The scheme outputs and benefits include:

- A fully docked public e-bike share scheme in Leeds district with approximately 630 e-bikes and up to 140 hubs / docking stations

- Improved health and lower absenteeism due to increased physical activity
- Normalising the use of bikes and increasing the number of short-distance trips made by them
- Maximising the benefits of investment in the expanding cycle network, by improving access to bikes.
- Journey time savings for those switching from slower modes of travel and improved connectivity with other modes of travel
- Reductions in car kilometres driven and carbon emissions due to drivers shifting to e-bikes and resulting improvements in air quality, noise, and vehicle emissions
- Improving the image of Leeds as a modern, clean, people centred city.
- Introduction of a new affordable mode of public transport to support access to employment, education, and key travel destinations providing an equitable and fair service to residents and visitors in Leeds.

5.153 The scheme aims to be low-cost, with fees equivalent to public transport. The scheme also aims to support people from low-income groups and to address health and education inequalities, as proportionally, more women are known to use bike hire schemes than make trips on personal bikes.

5.154 The location and prioritisation of docking locations will include assessment of the potential impacts on different user groups to maximise the impact of the scheme on inclusion and secure best value in terms of employment, health, educational and value-added outcomes. They will also be located to provide access to the strategic and segregated cycle network to maximise safety, to connect public transport and employment / education.

5.155 The scheme will complement land use policies which will see an 'expansion' of the city centre, with increased densities, more housing and apartments and greater intensification of travel demand.

### **Equality and Diversity Implications**

5.156 The scheme promoters are taking particular care to consider equality and diversity impacts in the content and branding of the scheme. This includes employment opportunities for local people and consideration of payment and identification methods to ensure the facility is as accessible as possible

5.157 The decision to utilise 100% electric bikes in the scheme is aimed at making the scheme attractive to the widest range of potential users, as e-bikes are proven to be more attractive to older people, women, people with limited physical strength and people who have limited cycling confidence or experience.

5.158 The promoter is exploring ways to offer a variety of accessible bikes for hire at hubs (such as community hubs and recreational destinations) around the district, and the intention is to ensure these bikes are bookable in the App.

Potential operators will be required to demonstrate how they can make the scheme as inclusive as possible. In the procurement exercise, the bikes and docks will be tested for ease of use.

5.159 E-bikes are more expensive to purchase than conventional bikes, which can exclude people from purchasing their own. The scheme gives users the opportunity to try out e-bikes before deciding to purchase their own.

### **Risks**

5.160 The scheme risks include:

- Risk of low take up of the scheme mitigated by preparing a marketing campaign aimed at raising the scheme's profile pre-launch and consulting with large employers and institutions such as the NHS, Leeds City Council, and the city's universities.
- Risk of the scheme experiences a revenue shortfall mitigated by sharing the risk with the operator, utilising sponsorship, and advertising revenue as a fund, using contingency in the budget (projected at 15%), undertaking targeted marketing to increase demand, using Section 106 incomes from the Travel Plan Fund.
- The scheme becoming unsustainable to operate mitigated by detailed analysis of potential demand undertaken by consultants. Close working with operators will further develop this analysis to deliver a network that maximises demand. Advertising, promotional activity. Promoting scheme expansion via travel planning and development planning measures. Procurement of a high-quality scheme which guarantees high demand. The promoter can also offer facilities such as warehousing to the operator, to reduce operating costs.

### **Costs**

5.161 The scheme costs are:

- The current total cost of the scheme is £2,394,178.
- The current Combined Authority contribution to total scheme costs at this decision point is £2,000,000 from the TCF Carbon Mitigation Measures Fund.
- There is currently a funding gap of £394,178 and Leeds City Council, the scheme promoter, is exploring a range of options to address this gap. Further details will be provided in the full business case (FBC) submission.
- Development funding totalling £300,000 has already been approved for this scheme which will be sufficient to progress it to FBC. This consists of an allocation of £200,000 from the TCF Carbon Mitigation Fund to cover early development work for the fund, of which £150,000 was allocated to the e-bike share scheme, approved by the Investment Committee in June 2020. A further £150,000 development funding to develop the FBC has

been approved through a programme level change request, taking the total development funding allocation to £300,000.

### Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Transport Committee	01/08/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/08/2022
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2023
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	25/03/2024

### Other Key Timescales

- November 2022 - Commencement of delivery on site
- March 2023 - Completion of delivery

### Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report
Delivery (DP5) timescales remain within 3 months of those outlined in this report.

### Appraisal Summary

- 5.162 Overall, the scheme presents a very good strategic case, addressing a wide range of policy areas. Further work is needed in the development of the full business case to define the final content of the scheme, which the appointed operator, will have vital input into. Once this is done, the expected benefits can also be quantified.

- 5.163 There are concerns relating to global shortages of supply of the bikes and components which could result in delays to the scheme.
- 5.164 The lack of direct end user market testing in the target area is also a concern but that concern can be offset by the positive results emerging from other similar schemes involving e-bikes. Further evidence will be provided in the FBC.
- 5.165 The submission provides sufficient assurance to recommend that the scheme proceeds through Decision Point 2 (strategic outline case) and work commences on development of the full business Case.

### **Recommendations**

- 5.166 The Combined Authority approves that:
- (i) The Leeds Public E-Bike Share Scheme proceeds through decision point 2 (strategic outline case) and work commences on Activity 4 (full business case)
  - (ii) An indicative approval to the Combined Authority's contribution of £2,000,000. The total scheme value is £2,394,178
  - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Business Productivity Programme</b>
<b>Stage</b>	1 (eligibility)
<b>Decision Point</b>	2 (strategic outline case)

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

## Background

- 5.167 The Business Productivity Programme (BPP) aims to boost small and medium sized enterprises (SMEs) productivity by providing an integrated package of investment grants alongside specialist advisory support.
- 5.168 The programme will be available to all sectors but engagement from the manufacturing sector is expected to be high. The programme will prioritise businesses with less than 50 employees, helping them to boost productivity, upskill existing staff, create new jobs and contribute to inclusive growth. All grant applications will be assessed for their Net Zero impact, and all SMEs supported will receive advice on how to better address the climate emergency in their day-to-day operations.
- 5.169 The programme builds on the success and lessons learned from the Business Growth Programme (BGP) which ended in Autumn 2021 due to all funding being allocated to meet the high demand from businesses. Since then, over 100 advanced enquiries have been received, which have formed a pipeline of applications which could be suitable for referral to the new programme. Referrals will also be received from the Local Authority-employed SME Growth Managers and banks (and other business funders) if the scheme moves forward.
- 5.170 The programme aims to provide specialist advice to a minimum of 158 businesses (525 over the full three-year programme), 120 of which will receive financial grant support (400 over the full programme). The integrated package will support business to grow and scale up, and to create 'Good Jobs' i.e. new ones paying at least the Real Living Wage and / or upskilling existing staff through training, development, and progression. Stakeholders have been consulted throughout the programme's development, with involvement from the Combined Authority's Business, Economy and Innovation Committee,

Leeds Enterprise Partnership (LEP) Board, the Business Communications Group (made up of business membership and representative bodies active in the region) and the Mayor's Manufacturing Taskforce, and all are supportive of the programme.

- 5.171 The programme is seeking £4,500,000 from the Combined Authority's Gainshare allocation for Investment Priority 1, to deliver the programme to the end of June 2023, with the aim of then bidding into the UK Shared Prosperity Fund (SPF) to fund the remainder of the programme (up to end of March 2025) once there is more clarity on the criteria and application process for this funding stream. If approved, the gainshare funding will allow the programme to mobilise at pace in order to meet current demand from SMEs, and to secure the required delivery capacity, which will consist of CA staff and specialist provision from a procured partner(s).
- 5.172 Without Gainshare funding it is likely that the scheme will stall for the short term, until alternative funding is identified or until UK Share Prosperity Fund (UKSPF) becomes available in 2023.
- 5.173 A summary of the scheme's business case is included in Appendix 10.

### **Tackling the Climate Emergency Implications**

- 5.174 The scheme will contribute towards the adoption of newer, more efficient, more environmentally friendly manufacturing technologies creating reductions in SMEs' carbon footprints whilst boosting productivity. A key part of the project appraisal from grant applications will be to consider the environmental implications of the proposed investments. Projects that have a negative environmental impact will not be supported through the programme, and those that deliver positive environmental impacts will be prioritised. Additional advice and support on how to tackle the climate emergency throughout all 'day-to-day' operations will also be provided for all SMEs engaged on the programme.

### **Outputs, Benefits, and Inclusive Growth Implications**

- 5.175 The scheme outputs and benefits include:
- A minimum of 158 businesses receiving advisory support to improve productivity (525 on the full three-years programme), 120 of which will also receive financial support (400 on the full programme)
  - 39 'scale-ups' supported (130 over the full programme), defined as 20% growth, year-on-year for three years.
  - A minimum of 450 'Good Jobs,' (1500 over the full programme) paying at least the real living wage either through creating new jobs or upskilling existing staff so they have the skills for higher level, higher paid jobs.
  - 127 businesses (425 over the full programme) demonstrating measurable productivity improvements against baseline/benchmarking exercise undertaken through advisory element of programme
  - Good practice and policy shaping



- Inclusive growth commitments undertaken by supported businesses.
- Environmental benefits associated with adoption of more efficient technologies, and advice and support on how to integrate net zero approaches throughout the operations of the business.
- The programme's support for a select number of businesses to improve their productivity, including through capital investments, could lead to displacement of activity from other businesses in the region, or through job creation that displaces existing workers or through increased pollution. The latter of these will be mitigated through a condition that investments will not be supported where they have a negative environmental impact.

### **Equality and Diversity Implications**

5.176 An Equality Impact Assessment (EqIA) has been undertaken for this proposed programme and equality and diversity impacts have been taken account of as part of the development of the programme and business case development. The programme will focus on engaging a more diverse range of SMEs, including those led by equality groups and those that have not previously engaged in support from the Combined Authority, the Local Authorities, or their partners. This will include the continued development of strong and trusted relationships with networks and intermediaries with good links to, for example, SMEs led by people from BAME backgrounds. In 2020/21, over 10% of BGP awards were to BAME-led businesses and this new programme will aim to exceed that figure.

### **Risks**

5.177 The scheme risks include:

- Risk of failing to secure a suitable provider(s) to deliver the advisory side of the programme. This will be mitigated by the LEP being aware of several potential suitable providers who will be made aware of the tender opportunity.
- Risk that the demand for the programme is not at the level anticipated. This will be mitigated by the programme building on the best elements of the Business Growth Programme, and lessons learnt as part of the evaluation of the two Productivity Pilots, established public / private and third sector networks, an experienced Business Support team and the over 100 advanced enquiries received following the Business Growth Programme closure.
- Risk of grant commitments not happening, impacting on programme spend / output targets. This will be mitigated by grant offers being tracked monthly as the Combined Authority's experience of running similar programmes indicates that around 15% of funding offered is not taken up and goes back into the budget for reallocation. Businesses offered funding will be closely monitored to check if projects are on schedule, if there are any changes to the project and expected outputs. Where a

project is no longer going ahead offers will be withdrawn and new applications brought forward.

- Risk that the demand for the programme exceeds supply. This will be mitigated using the Combined Authority team's experience of delivering similar programmes and their knowledge of what the outputs and level of funding applications are most likely. If demand does outstrip supply, then marketing will be paused stop and there may be a need to prioritise applications based on benefits that will be realised.
- Risk that the programme does not meet equalities targets. This will be mitigated through ongoing monitoring to ensure that as far as is possible it is on track to meet equalities targets. If the programme is not on track to meet targets, remedial action will be taken.

## Costs

5.178 The scheme costs are:

- The programme is seeking approval for £4,500,000 from the Combined Authority's gainshare allocation, to cover set-up, mobilisation, and early-stage delivery up to the end of June 2023.
- The programme intends to bid into the UK Shared Prosperity Fund (UKSPF) for further funding to deliver the programme to the end of March 2025. The forecasted scheme total to March 2025 is £13,670,000.

## Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/04/2022

## Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report Delivery (DP5) timescales remain within 3 months of those outlined in this report. Outcomes/benefits remain within -10% of those outlined in this report.

## **Appraisal Summary**

- 5.179 The proposed programme's business case is sound across all five cases having had input from the Combined Authority's delivery, economic services, and policy teams.
- 5.180 The programme addresses the increasing uncertainty around funding for future business support programmes in the City Region. The strategic, commercial, and economic drivers for this scheme are thoroughly evidenced and without this programme the Combined Authority's (and the region's) support available for SMEs is impacted, especially in a time of market uncertainty with the aftermath of COVID-19 and Brexit.
- 5.181 Using the Combined Authority's gainshare allocation is the only short-term viable option to commence and mobilise the programme. The programme is seeking approval for £4,500,000 and then plans to bid into the UK Shared Prosperity Fund (UKSPF) for the remaining £9,170,000 once there is more clarity around how to bid for funding.
- 5.182 The programme closely aligns with the Strategic Economic Plan, Strategic Economic Framework and Mayoral priorities and has had support from multiple panels / committees and the Mayor's Manufacturing Taskforce.
- 5.183 The programme's anticipated scope, realistic outcomes and benefits have been identified based on historically similar projects / programmes. These have been externally evaluated and the key elements of provision have been incorporated into the design of this programme.
- 5.184 Should the programme / funding be approved, progress will be fast as existing Combined Authority staff will deliver the programme.

## **Recommendations**

- 5.185 The Combined Authority approves that:
- (i) The Business Productivity Programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
  - (ii) Approval to the Combined Authority's contribution of £4,500,000 is given.
  - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

<b>Project Title</b>	<b>Skills Bootcamps</b>
<b>Stage</b>	1 (eligibility)
<b>Decision Point</b>	2 (strategic outline case)

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

## Background

- 5.186 The Combined Authority has submitted a proposal for up to £3,689,000 from the Department for Education's (DfE) Wave 3 Skills Bootcamps funding to deliver Skills Bootcamps in West Yorkshire for one year from April 2022 to March 2023.
- 5.187 The Combined Authority's proposal is being considered alongside proposals from other Mayoral Combined Authority's and DfE is expected to award funding by the end of March 2022, with delivery starting in April / May 2022.
- 5.188 The proposal builds on the success and lessons learned from the digital skills focussed bootcamp pilot which started in January 2021 and later extension, and which secured £2,450,000 funding from DfE in total.
- 5.189 Skills Bootcamps are intensive, flexible training courses lasting up to 16 weeks, which have the key aim of supporting adults to fulfil their potential, by enabling access to high quality training at Level 3 (equivalent to advanced technical certificate / diploma or A-Levels) and above. The scheme builds on the Combined Authority's successful delivery of the Department of Education (DfE) funded digital skills bootcamps, which started in January 2021 and was later extended to March 2022.
- 5.190 The scheme will enable people to access in-demand jobs, apprenticeships, and new opportunities in sectors with skills shortages, including construction and the green economy as well as digital, leading to higher-skilled, higher paid employment. The scheme will support employers to meet their skills needs to support business growth and sustainable employment opportunities.
- 5.191 Learners will gain specific technical skills relating to key sectors through study, which will lead to qualifications, peer mentoring, confidence building and

sector specific information offering clear pathways to employment and progression opportunities. Each learner's experience will be unique and developed based on their needs and ambitions.

- 5.192 Courses will be delivered in person or online with some being a combination of both. The courses will cover a range of subject areas, which are expected to include cyber security, artificial intelligence, automation engineering, working in green energy, digital skills in construction and sector specific project management.
- 5.193 The approach of providing individual pastoral support, while gaining skills, is valuable to both participants and potential employers as the bootcamps include support with the soft skills, for example communication skills, teamwork, and time management, which employers often find missing in potential employees. The Combined Authority has testimonials from participants about the value of the individual pastoral support and how this has accelerated progression into employment.
- 5.194 The scheme has a target to improve the skills of 1,000 individuals across West Yorkshire, through high quality adult training courses, delivered by training providers. The Combined Authority will work with training providers to design and develop adult training courses to meet the needs of individuals while providing employers with the skilled recruits for current and future vacancies.
- 5.195 The Skills Bootcamps will complement existing employment and skills programmes which are currently being delivered by the Combined Authority and local partners.
- 5.196 A summary of the scheme's business case is included in Appendix 11.

### **Tackling the Climate Emergency Implications**

- 5.197 The government's Green Jobs Taskforce defined a green job as 'employment in an activity that directly contributes to - or indirectly supports - the achievement of the UK's net zero emissions target and other environmental goals, such as nature restoration and mitigation against climate risks.'
- 5.198 To achieve the Combined Authority's ambitious target to be net zero carbon by 2038 the region will need a pipeline of individuals with new green skills. Estimates show that West Yorkshire has the potential to create over 40,000 good, new, high skilled jobs in the green economy by 2030.
- 5.199 The current skills system cannot keep pace with developments, so short, responsive funded courses will be invaluable. This will give employers confidence to respond to the Combined Authority's net zero carbon target, knowing that there is a skilled workforce available to support their needs
- 5.200 Skills Bootcamps in green skills will ensure that individuals have a clear introduction into the sector and will help build the local skills base for the future by focusing on skills that may be required through a variety of sectors/roles. The scheme will also support individuals with skills in traditional sectors which

are now less in-demand, particularly in high carbon roles that will be phased out.

### **Outputs, Benefits, and Inclusive Growth Implications**

5.201 The scheme outputs and benefits include:

- 1000 individuals given opportunities to retrain and improve their skills through high quality and engaging Skills Bootcamps
- Individuals in West Yorkshire have increased skill levels and are able to access employment opportunities because they have the skills required
- Contribute to the Mayor's pledge to create 1,000 well paid, green, skilled jobs for young people.
- Increase in participants' confidence and job-readiness
- Increase in percentage of employees in good quality work
- Increase in participants' labour market awareness of the roles that exist across the region
- Businesses recognise the role that the Combined Authority plays in relation to adult skills and training and relationships are improved as a result
- Businesses reporting a reduction in vacant positions, which they have previously struggled to fill
- Contributing to reduced youth unemployment
- Contributing to reduced unemployment for disadvantaged groups
- Improved career prospects for West Yorkshire residents
- Green skills development
- Driving innovation and productivity through high level skills

### **Equality and Diversity Implications**

5.202 An Equality Impact Assessment (EqIA) has been undertaken for this proposed programme and equality and diversity impacts have been taken account of as part of the development of the programme and business case development.

5.203 Inequalities of access to work-related training serve as a potential barrier to career progression and to the fulfilment of individuals' potential. Equal access to opportunities is important because workplace training and adult education offer a route to higher wages and better opportunities.

5.204 Inclusive Growth is a cross-cutting theme in the Combined Authority's Employment and Skills Framework, with adult skills training as a key offer to support those who are employed, facing redundancy, career changers or those looking to upskill to enter sectors likely to see growth or report skills gaps in the future.

- 5.205 The scheme will help remove barriers and make it easier for learners to access training, which leads to higher level skills and will increase participation from under-represented groups in the take-up of education. This will be achieved through ensuring the training is fully accessible to all individuals, regardless of personal circumstances or needs.
- 5.206 The scheme's suppliers and sub-contractors will be targeted to work with individuals who are disadvantaged in the labour market and will actively target women, BAME communities and individuals who have been disproportionately affected by the COVID-19 pandemic.

### **Risks**

5.207 The scheme risks include:

- Difficulty in procuring suitable sub-contractors mitigated by starting the procurement process in February 2022 and widely advertising the contract opportunity across the region. The Combined Authority also has an established Adult Skills Supplier Framework that will be used to deliver elements of the scheme.
- Sub-contractor does not carry out effective monitoring mitigated by ensuring that all evidence requirements are clear in tender specifications and the Combined Authority's Customer Relationship Management (CRM) system will be used to manage data and participant information.
- Outputs are not achieved, mitigated by weekly monitoring of performance, with corrective action taken immediately, where needed. Progress will be reviewed at monthly meetings.
- Delay in recruiting staff in time for delivery mitigated by roles undergoing job evaluation and seeking approval quickly, to prevent delays in advertising posts.
- Difficulty in delivering the project, given the quick response required to deliver at pace. Using the Adult Skills Supplier Framework will ensure that we can be responsive without the need to procure Training Providers before delivery begins.

### **Costs**

- 5.208 The scheme costs are £3,689,000. The scheme will be solely funded by the Combined Authority, subject to the successful outcome of a proposal submitted to DfE for £3,689,000 from Wave 3 of its Skills Bootcamps funding, to deliver Skills Bootcamps in West Yorkshire for one year (April 2022 to March 2023).
- 5.209 The Combined Authority's proposal is being considered alongside proposals from other Mayoral Combined Authorities and an announcement on the amount of funding awarded is expected at the end of March 2022.

## Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Decision: Strategic Assessment Panel	24/02/2022
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	17/03/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	13/04/2022

## Other Key Timescales

- April 2022 - Contract Award
- May 2022 – Start of delivery
- March 2023 – End of bootcamp delivery
- September 2023 - Evaluation

## Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report Delivery (DP5) timescales remain within 3 months of those outlined in this report.

## Appraisal Summary

- 5.210 There is a strong strategic case for this scheme, which builds on the successful delivery of DfE funded bootcamps from January 2021. The broadened scope of the scheme, to include other key sectors, is based on labour market information and responds to the needs of local employers who are experiencing recruitment challenges.
- 5.211 The scheme supports or contributes to the achievement of a wide range of local and regional policies including the West Yorkshire Investment Priority 1, good jobs and resilient businesses and Priority 2, skills, and training for people. The scheme aligns with the Employment and Skills Framework and will support the region's economic recovery. The scheme will also contribute to the Mayor's pledges of creating 1,000 well paid, skilled, green jobs for young people; prioritising skills and training to ensure everyone has the skills they



need to secure work and supporting local businesses and be a champion for our local economy.

- 5.212 The scheme demonstrates its commitment to inclusive growth, with suppliers and sub-contractors required to target working with individuals who are disadvantaged in the labour market, women and BAME communities and individuals who have been disproportionately affected by the COVID-19 pandemic.
- 5.213 Should DfE make further waves of funding available to fund Skills Bootcamps it is recommended that a Change Request be submitted to seek approval to accept and spend any funding awarded and to address any potential changes in scope, as a result of lessons learned from year one delivery and / or changes to DfE criteria, at the appropriate time.

### **Recommendations**

- 5.214 The Combined Authority approves that, subject to confirmation that DfE funding has been secured and the amount awarded:
- (i) The Skills Bootcamps scheme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
  - (ii) Approval is given to accept and spend up to £3,689,000 from the Department for Education bid, subject to the successful outcome of the bid. The total scheme value is £3,689,000.
  - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **Projects in Stage 2: Development**

5.215 There are no schemes to review at this stage.

## **Projects in Stage 3: Delivery and Evaluation**

5.216 There are no schemes to review at this stage.

## **6 Tackling the Climate Emergency Implications**

6.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

## **7 Inclusive Growth Implications**

7.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

## **8 Equality and Diversity Implications**

8.1 Equality Impact Assessments (EQIA) have been undertaken on all projects included in this report as part of their business case development.

## **9 Financial Implications**

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

## **10 Legal implications**

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

## **11 Staffing implications**

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

## **12 External consultees**

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

## **13 Recommendations (Summary)**

### **CRSTS Capacity Funding**

13.1 The Combined Authority approves that:

- (i) The CRSTS Capacity Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) An indicative approval to the Combined Authority's contribution of £7,400,000. The total scheme value is £7,400,000.
- (iii) Approval to £2,756,411 for tranche 2 (of 3) is given, allocated as detailed in Appendix 2, bringing the total approval to £5,756,411.
- (iv) The Combined Authority enters into a Funding Agreement with each of the councils for expenditure as detailed in Appendix 2.
- (v) Changes to allocations in iii) and iv) above are delegated to the Senior Responsible Officer (Interim Director of Policy and Development) of the CRSTS programme.
- (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

**Gainshare Capacity Funding**

13.2 The Combined Authority approves that:

- (i) The Gainshare Capacity Funding scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval to the total scheme value of £11,400,000 is given, allocated as detailed in Appendix 4.
- (iii) The Combined Authority enters into a Funding Agreement with each of the councils for expenditure of up to £1,890,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

**CRSTS Programme**

13.3 The Combined Authority approves that, subject to the successful outcome of the bid to DfT:

- (i) The City Region Sustainable Transport Settlement (CRSTS) programme proceeds through decision point 2 (strategic outline case) and work

commences on development of the relevant business case for each individual scheme

- (ii) An indicative approval to the total programme value of £830,000,000 is given. The total programme cost is £1,231,994,853.
- (iii) Approval of development and delivery costs of up to £63,455,916 for business case development and programme management costs is given as follows:
  - Up to £30,311,916 for monitoring and evaluation, communications, consultation and engagement and Combined Authority programme management
  - Development costs of up to £3,000,000 to enable delivery partners to develop scheme business cases.
  - Delivery and development costs of up to £30,144,000 for the development of strategic outline cases and quarter 1 and quarter 2 costs for the Highways Asset Management, Network Management and Safer Roads programme.
- (iv) Approval is given for the delegation of authority to the Combined Authority's Director of Delivery, following a recommendation from the Programme Appraisal Team, to approve requests for business case development costs, in accordance with the Assurance Framework.
- (v) Approval is given for the delegation of authority to the Combined Authority's Managing Director, following a recommendation from the Programme Appraisal Team, to approve the behaviour change programme proceeding into delivery in accordance with the Assurance Framework from the indicative allocation of £10,550,000.
- (vi) In order to ensure that schemes can be delivered within the tight timescales, the Combined Authority delegates authority to the Managing Director to amend the approval and allocation of CRSTS if the DfT award differs from £830,000,000, or if further changes to individual allocations is required, as a result of changes to the programme and approaches to delivery.
- (vii) The Combined Authority enters into Funding Agreements with partners councils for expenditure, for the Highways Asset Management, Network Management and Safer Roads programme, up to the amounts shown below:
  - Bradford                      £6,486,308
  - Calderdale                   £3,846,476
  - Kirklees                      £6,161,288
  - Leeds                         £9,281,288
  - Wakefield                    £4,368,640

- (viii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Transport Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

### **Transformational - West Yorkshire Mass Transit**

13.4 The Combined Authority, subject to the conditions set by Programme Appraisal Team:

- (i) Approves the West Yorkshire Mass Transit Programme proceeds through Decision Point 2 and work commences on Activity 3 (outline business case) for the Programme Integration Business Case and on Activity 2 (strategic outline case) for the four phased corridor projects within the programme.
- (ii) Endorses the proposed Mass Transit Programme scope, ambition and network and the approach to phase development of projects within the overall programme.
- (iii) Notes that future assurance of any Mass Transit business case will be “called in” by central government
- (iv) Indicatively approves £200,000,000 (subject to grant determination letter from government) to develop the West Yorkshire Mass Transit programme. Total scheme value is to be determined.
- (v) Approves development costs of £31,887,500 in order to progress each of the four phased project business cases to Decision Point 2 (strategic outline case), and the Programme Integration Business Case to Decision Point 3 (subject to Grant Determination letter from Government). This would take the total project approval to £33,928,500.
- (vi) Approves that future approvals are made in accordance with the Approval Pathways and Approval Routes outlined in this report and where required any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions for approval of Activity 2 (SOC) for the Programme Integration Business Case:

- (vii) Provide full details of the optioneering and options appraisal methodology, including clearly defined critical success factor development and use, criteria on technology and route options, low-cost options considered and first phase option criteria and include how approval was managed at each stage.
- (viii) Provide information on cost benchmarking exercise.
- (ix) Provide stated Data Protection Impact Assessments.

## **Leeds Public E- Bike Share**

13.5 The Combined Authority approves that:

- (i) The Leeds Public E-Bike Share Scheme proceeds through decision point 2 (strategic outline case) and work commences on Activity 4 (full business case)
- (ii) An indicative approval to the Combined Authority's contribution of £2,000,000. The total scheme value is £2,394,178
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **Business Productivity Programme**

13.6 The Combined Authority approves that:

- (i) The Business Productivity Programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority's contribution of £4,500,000 is given.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **Skills Bootcamps**

13.7 The Combined Authority approves that, subject to confirmation that DfE funding has been secured and the amount awarded:

- (i) The Skills Bootcamps scheme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) Approval is given to accept and spend up to £3,689,000 from the Department for Education bid, subject to the successful outcome of the bid. The total scheme value is £3,689,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

## **Additional Recommendations**

### **York Central**

- 13.8 In order to ensure that schemes can be delivered within the tight timescales, the Combined Authority is requested to approve:
- (i) The delegation of authority to the Place, Regeneration and Housing Committee, to approve the York Central scheme in accordance with the Assurance Framework (Full Business Case with finalised costs), so that delivery can commence in line with delivery timeframes.

### **Contribution to Capital Programme Update – March 2022**

- 13.9 The Combined Authority is:
- (i) Requested to note the release of the further Call for Projects for the Brownfield Housing Fund.

## **14 Background documents**

None as part of this report.

## **15 Appendices**

Appendix 1 – Background to the Combined Authority's Assurance Framework

Appendix 2 – CRSTS Capacity Funding – Summary of Activities

Appendix 3 - CRSTS Capacity Funding – Business Case Summary

Appendix 4 – Gainshare Capacity Funding - Overview of Capacity Needs

Appendix 5 - Gainshare Capacity Funding – Business Case Summary

Appendix 6 - CRSTS Programme – Business Case Summary

Appendix 7 - Transformational - West Yorkshire Mass Transit – Business Case Summary

Appendix 8 - Leeds Public E-Bike Share Maps

Appendix 9 - Leeds Public E-Bike Share - Business Case Summary

Appendix 10 - Business Productivity Programme – Business Case Summary

Appendix 11 – Skills Bootcamps – Business Case Summary

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## Capital Spend and Project Approvals

### Appendix 1 - Assurance Framework

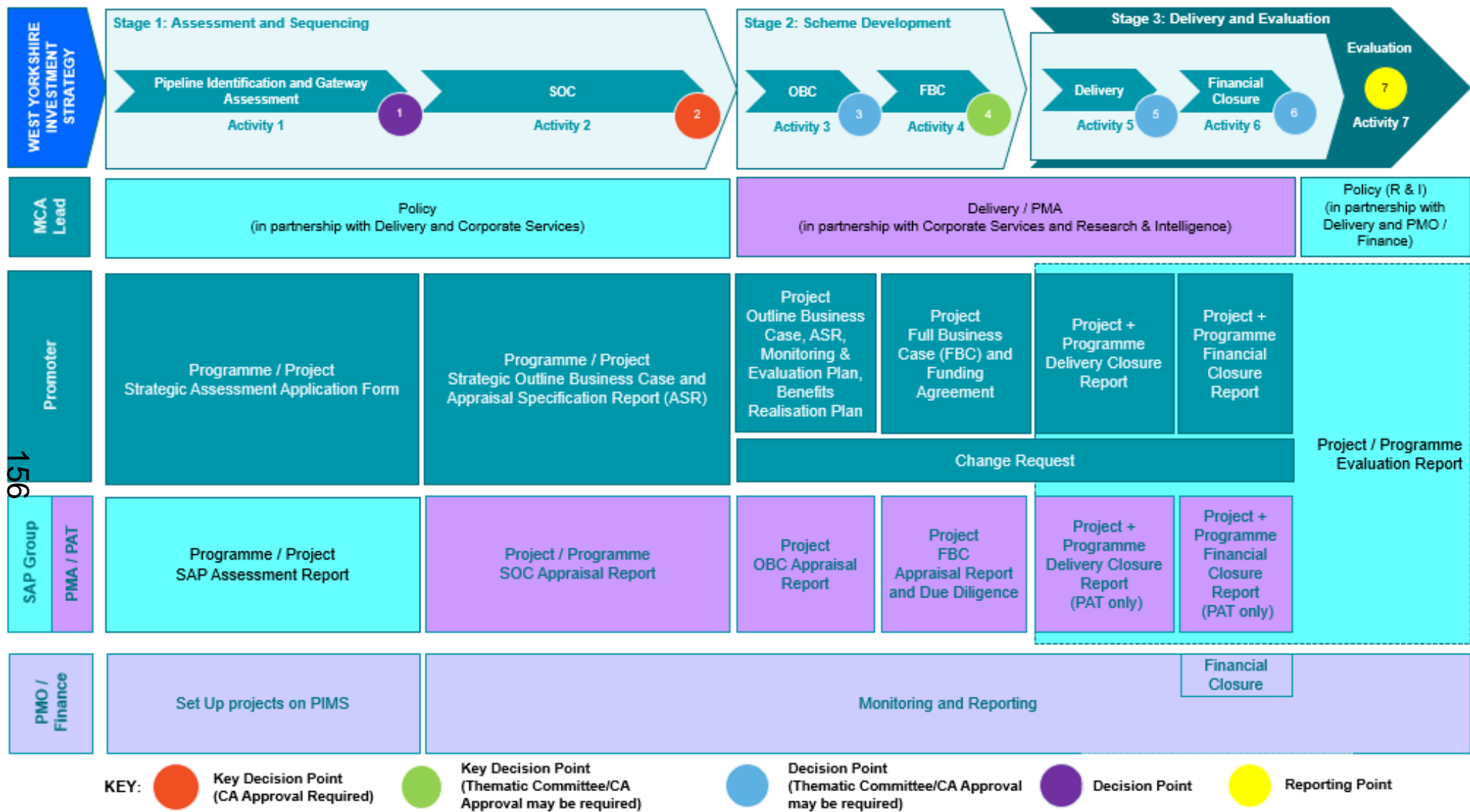
#### 1 Assurance Framework

- 1.1 The Combined Authority's Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions. Its focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the Leeds Enterprise Partnership (LEP) and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority.
- 1.2 The Assurance Framework must be reviewed annually as stipulated by Government, however, due to the West Yorkshire Devolution Deal, the Assurance Framework has been subject to an extensive in-year review for the Mayoral arrangements to be adopted.
- 1.3 This review has now taken place and government approved the updated Assurance Framework, which was implemented on 3 February 2021. Decision making remains the same in the new Assurance Framework, i.e. approval is required at Combined Authority (CA) for all programmes and projects at least once in their lifetime and this is usually at decision point 2 (Strategic Outline Case). The Assurance Pathway and Approval Route is also set at this point.

#### Assurance Process

- 1.4 The new Assurance Process is set out below:

Assurance Process



- 1.5 The new process includes the West Yorkshire Investment Strategy (WYIS) and removes the Full Business Case with finalised costs (FBC+) stage. There are no other significant changes from the previous process, and there will be little effect on the Combined Authority's existing funding programmes and projects.
- 1.6 The process still retains the same flexibility, in that each project or programme will be set a bespoke approval pathway and approval route to be followed. This may be to delegate decisions to a Committee, Managing Director (MD) etc. or it may be that certain decision point approvals are not required, or that bid documents to other government departments can be utilised. Furthermore, development costs can be funded at decision point 1 and beyond.
- 1.7 Activity 3 (OBC) and Activity 4 (FBC) remain however, the FBC+ (or previous Activity 5) is not now required. Instead, at FBC (Decision Point 4), PAT sets conditions that must be met before full approval of funding is given and the project has Approval to Proceed to Delivery (Activity 5).
- 1.8 In line with the recently revised Green Book, in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of the project. This might for example include, but not limited to, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use and / or supporting / accelerating housing development. The specific approach will be determined on a programme by programme basis as funding and investment streams come forward.
- 1.9 At Decision Point 5 a Delivery Closure Report is required, which is substantially the same as the previous draft project closure report.
- 1.10 At Activity 6 a Financial Closure Report is needed. This is the period when defects are made good and final accounts are agreed.
- 1.11 Activity 7 Evaluation will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point not a decision point and takes place when the programme (or project in some circumstances), is completed. It includes an evaluation of the benefits, outcomes and economic impact compared to the overall programme objectives set out in the SOC. Insights and learning from the evaluation will also be fed back into policy and strategy in order to inform the design and development of future programmes and schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

## **2 Future assurance and approval route**

- 2.1 The tables for each scheme in the main report outline the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route

indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

### **3 Tolerances**

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

### **4 Transition**

- 4.1 There will be a transition period to the new Assurance Framework due to business cases being submitted and appraised prior to the new Assurance Framework being approved by government. Schemes progressing under the previous process will be highlighted in the report.

CRSTS Capacity Fund Business Justification - Overview

Tranche	Activity Type	Partner/Department or Theme	Team (WYCA only)	Description	Estimated cost (£)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
						Expected spend	Expected spend	Expected spend	Expected spend	Expected spend	Expected spend
159	2 WYCA Staffing - capacity building and pipeline development	WYCA - Delivery	Programme Management capacity and capability development	Programme Development Manager role in Delivery working with Policy and Development on pipeline and funding submissions  Final costs to be confirmed following review of balance of Capacity Fund and CRSTS capital	350,000		70,000	70,000	70,000	70,000	70,000
	2 WYCA Staffing - capacity building and pipeline development	WYCA - Policy and Pipeline	Transport Modelling Team Capacity	Additional requirements for team resourcing to provide capacity and capability for future transport modelling needs from CRSTS and other programmes. Estimated cost based on staffing requirement assumption of Total 3x FTE new posts (1x Strategic Transport Modelling Manager (Grade M) 3 x Modelling leads are identical roles (Grade K))  Final staffing requirement and costs to be confirmed following recruitment processes and consideration of balance of Capacity Fund and CRSTS capital	850,000		85,000	191,250	191,250	191,250	191,250
	2 WYCA Staffing - Staffing for CRSTS 1 support/delivery	WYCA - Strategy, Communications and Policing	Communications and Marketing Consultation and Engagement	Additional requirements for team resourcing to to support CRSTS 1 programme delivery  Estimated cost based on staffing requirement assumption of Total 3x FTE new posts (1x Comms & Marketing Officer (Grade J), 2x Consultation & Engagement Officer (Grade J))  Final staffing requirement and costs to be confirmed following recruitment processes and consideration of balance of Capacity Fund and CRSTS capital	148,002		14,800	33,300	33,300	33,300	33,300
	2 WYCA Staffing - capacity building and pipeline development	WYCA - Strategy, Communications and Policing	Communications and Marketing	Additional requirements for team resourcing to to support BSIP programme delivery  Estimated cost based on staffing requirement assumptions of 1x Comms & Marketing Officer (Grade J)  Costs to be reviewed following BSIP outcome	215,231	25,555	47,419	47,419	47,419	47,419	
	2 WYCA Staffing - capacity building and pipeline development	WYCA - Policy and Pipeline	TBC - Economic or Transport Policy	Additional requirements forQuality Panel - expert advice resourcing o to support CRSTS programme delivery and wider investment programmes  Estimated cost based on staffing requirement assumptions of 1 x grade K  Final staffing requirement and costs to be confirmed following recruitment processes.	288,755		55,439	56,572	57,728	58,906	60,110
	2 District staffing and development - scheme development on CRSTS 1 schemes	Bradford	N/A	CRSTS 1 scheme Feasibility and development (tranche 2)	100,000		100,000				
	2 District staffing and development - scheme development on CRSTS 1 schemes	Calderdale	N/A	CRSTS 1 scheme Feasibility and development (tranche 2)	100,000		100,000				
	2 District staffing and development - scheme development on CRSTS 1 schemes	Kirklees	N/A	CRSTS 1 scheme Feasibility and development (tranche 2)	100,000		100,000				Appendix 2

CRSTS Capacity Fund Business Justification - Overview

Tranche	Activity Type	Partner/Department or Theme	Team (WYCA only)	Description	Estimated cost (£)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
						Expected spend	Expected spend	Expected spend	Expected spend	Expected spend	Expected spend
2	District staffing and development - scheme development on CRSTS 1 schemes	Leeds	N/A	CRSTS 1 scheme Feasibility and development (tranche 2)	100,000		100,000				
	District staffing and development - scheme development on CRSTS 1 schemes	Wakefield	N/A	CRSTS 1 scheme Feasibility and development (tranche 2)	100,000		100,000				
2	Consultancy - Strategy/policy/pipeline identification work	Rail	Policy - James Nutter	Additional rail strategy development work	120,000		60,000	60,000			
2	Consultancy - Strategy/policy/pipeline identification work	Comms	Comms & Marketing - Katie Edmondson	Concept development consultancy support	50,000		50,000				
1602	Consultancy - Strategy/policy/pipeline identification work	Policy	Policy - Kit Allwinter/Transport Strategy Policy Manager	cycling and walking strategy development (including potential LCWIP phase 3 and other associated	50,000		20,000	30,000			
2	Consultancy - capacity building (training)	WYCA/Districts	TBC - various	Training package to increase capabilities in project and programme management, business case development, Equality Diversity and Inclusivity and design quality - to support delivery of CRSTS programmes and schemes by partner delivery teams. Elected member training and awareness raising could also be considered to increase understanding of wider transport policy issues and the context for schemes being proposed, to enable more informed decision making and potentially increase political support for sustainable transport schemes  Package total based on initial cost build for illustrative training package for Combined Authority and district officers. To be refined through development of detailed training plan.	200,000		40,000	60,000	100,000		
					5,756,411	723,615	2,063,225	937,491	758,647	659,825	613,610

Tranche 12,984,423

Tranche 22,771,988

Tranche 30Tranche 3 activities to be scoped and defined as part of future update to Business Justification

TOTAL5,756,411

Previously approved funding3,000,000

Balance2,756,411

## Project Overview

Project Title	City Region Sustainable Transport Settlement Capacity Fund
Date of Business Justification Submission	9 February 2022
Scheme Location/ Address	West Yorkshire
Applicant Organisation	West Yorkshire Combined Authority
Type of Organisation	Regional Government
Other Delivery Partners and Roles	Bradford Council Calderdale Council Kirklees Council Leeds City Council Wakefield Council

Main Funding Programme	City Region Sustainable Transport Settlement (CRSTS) Capacity Funding
Sub Funding Programme (if applicable)	Not applicable
Project cost stated at Activity 1	£7,400,000
Development cost allocated at Activity 1	£3,000,000
Project cost range estimated now	£7,400,000
Funding Applied from the Combined Authority now	£2,756,411
Other public sector funding amounts and sources	None
Private sector funding amounts and sources	None
Percentage split of cost for all funding sources	N/A

## Business Case Summary

### Scheme Description

The government's City Region Sustainable Transport Settlement (CRSTS) programme has been designed to deliver investment in integrated cross-modal sustainable transport plans, for example bus, rail, cycling and walking, across a City Region, with funding devolved to Mayors to deliver over a five-year period.

Department for Transport CRSTS capital funding settlements are complemented by revenue funding allocations to Mayoral Combined Authorities (MCA), which is known as CRSTS Capacity Funding.

Government's CRSTS guidance sets out a brief description of the purpose of capacity funding, as each eligible MCA with appropriate governance arrangements, has been allocated capacity funding to support this programme. Given the long-term and integrated nature of settlements, part of this revenue funding should be used to support building longer-term local transport planning and delivery capacity, which could include developing local institutional capability, potentially including formal project and programme leadership training. This funding should be used only for transport purposes, not wider priorities.

To date £3,000,000 (tranche 1) has been approved and a further approval of £2,756,411 (tranche 2) is requested. The Combined Authority's proposed use of this funding and core requirements are set out below

- Supporting development of the pipeline of future schemes.
- Developing transport policy and strategy that will help to identify schemes for the future pipeline.
- Supporting development of the CRSTS 2022-27 programme.
- Increasing capacity and skills within the Combined Authority and partner councils

### Strategic Case

The West Yorkshire CRSTS Capacity Fund will support a range of Combined Authority policies and strategies contained within the Strategic Economic Framework (SEF), specifically:

- Delivering 21st Century Transport - The scheme supports the CRSTS programme which acts as a delivery mechanism for, and is fully aligned with, the West Yorkshire Transport Strategy 2040 and draft Connectivity Infrastructure Plan, which are the key strategies and plans underpinning this priority
- Boosting Productivity - The key national CRSTS objective is driving growth and productivity through infrastructure investment. The CRSTS Capacity Funding will support delivery of the CRSTS Programme which will help achieve the national objective and the West Yorkshire SEF priority.
- Enabling Inclusive Growth.
- Tackling the Climate Emergency

The capacity funding will support Investment Priority 5 (IP5) – Future Transport of the West Yorkshire Investment Strategy (WYIS) and development of wider transport policy that will support current and future CRSTS programmes. It will also support the CRSTS programme to deliver on several mayoral priorities including:

- Prioritise skills and training, to ensure everyone in West Yorkshire has the skills they need to secure work
- Put keeping women and girls safe at the heart of my policing plan,
- Bring buses back under public control, introduce simpler fares, contactless ticketing, and greener buses
- Tackle the climate emergency and protect our environment.



The capacity funding seeks to provide the West Yorkshire partners with the necessary capacity and skills to support and deliver City Region Sustainable Transport Settlement (CRSTS) programmes of transport improvements.

The Combined Authority is gearing up for sustained, substantial government investment in local transport infrastructure in West Yorkshire, to be delivered through a five-year CRSTS capital grant covering the period 2022/23 to 2026/27. Subsequent five-year settlements are expected to follow.

### Economic Case

Value for money assessments for funding and activities of this nature are not considered appropriate, with no known assessment methodology or comparators to base an assessment on.

However, investment of this kind is still regarded as providing good value for money. Relatively small amounts of funding used to support the development of strong and compelling funding bid submissions in recent years has effectively leveraged in £ billions of central government funding in transport and non-transport sectors for West Yorkshire. For example, external consultancy support for CRSTS business case development to provide Economic Case support will be instrumental in securing a final allocation of £830,000,000 of central government funding.

### Commercial Case

Activities will be funded via a combination of existing staff resource, external recruitment, and procurement of external suppliers where necessary.

Procurement of any external suppliers for consultancy or training will be undertaken in line with the Combined Authority's contract standing orders and procurement and commercial strategies. Individual approaches to procurement will be agreed with the Combined Authority's commercial team and forward planning of activities is underway to help the team's resource planning.

Depending on the nature and value of external support required, existing frameworks may be used including the professional services framework in place to support the CRSTS Programme. If other support is needed that is judged to be outside of the scope or expertise of the current framework providers, individual procurements will be undertaken.

### Financial Case

There is no detailed guidance from government on how the funding is to be used and as part of a devolved long term funding settlement, a degree of local discretion can be expected in line with the commitment in the West Yorkshire Devolution Deal. Furthermore, no monitoring or reporting requirements have been defined, and there are no conditions for funding to be spent in year. It is expected that funding can be used through the CRSTS period to deliver support when required, to meet local needs.

Department for Transport CRSTS capital funding settlements are complemented by revenue funding allocations to Mayoral Combined Authorities, known as CRSTS Capacity Funding. An allocation of £7,400,000 revenue funding was made to West Yorkshire and grant funding was confirmed and paid to the Combined Authority in May 2021.

A Strategic Assessment was submitted in June 2021 and approval granted by the Combined Authority on 21 June 2021 to progress to Strategic Outline Case (SOC), with financial approval for £3,000,000 of initial funding to enable development of the SOC and the CRSTS Prospectus and subsequent programme business case submissions to government (tranche 1).

Tranche 2 is for £ 2,771,988 and tranche 3 activities will be developed, and approval sought for the remaining £1,560,000 providing detail on remaining proposals.

### Management Case

The CRSTS Internal Oversight Board will oversee the delivery of the CRSTS Capacity Fund programme.

The programme's progress will be reported to the Policy Sponsor and updates provided to the CRSTS Internal Oversight Board in line with the overall programme management approach being developed for the capital programme.

## Appendix 4 - West Yorkshire - Overview of Capacity Needs - February 2022

Partner Name	IP1: Good Jobs and Resilient Businesses					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	Capacity into the Economic Development team - focus on inward investment & KAM.  Develop Place Marketing proposal and Partnership for the District.  Review Business and Enterprise Infrastructure.	<b>£50k pa</b> for ED & Investment Officer  <b>£80k (2022/23)</b> establish DMO equivalent  <b>£50k (2022/23)</b> review of business support and enterprise structure.	A clear inward investment proposition to enable a targeted investment programme - positioning Bradford to maximise opportunities through Gainshare funding, allocated to inward investment.  Development of a pipeline of strategic investment proposals to support business enterprise and growth.	Increase in private sector investment.  New jobs attracted to the district.  Increase the size of Bradford business base.  Safeguard existing jobs by enabling space for businesses to grow,  Stronger partnership approach across the District to support new and existing business, with a clear gateway.	100% funding towards additional capacity in the team.  Positioning Bradford within the Tier system for DMO to enable access to funding and support.	Aligned to Development Frameworks in IP3 which will set out the employment and property land opportunities.  Activity will be aligned to the WYCA Inward Investment programme.
<b>Calderdale</b>	<b>Build an inclusive economy</b> , taking forward initiatives based on initial pilot work, including spatially focused activity targeted on areas of need. Developing a strengths based perspective that also addresses broader inclusion goals	<b>£50k pa x 3 yrs</b> to develop circular economy projects, approaches to innovation and entrepreneurship that build on existing activity due to come to an end in 2023.  <b>£12k pa x 3 years Programme Manager</b> to support overall development of the pipeline across IPs and ensure effective engagement with sub regional led initiatives.	Developing new approaches to business support that embed fair work, inclusive economy and community wealth building, lever in social value and prioritises deliverables in advance of 2023 funding end dates.  Developing ongoing inclusive economy policy (as there is a move from a focus on recovery) and delivery that supports the growth and diversification of the business base. And connecting into major site development to ensure that they support business growth.  Spatially focused in part on areas of most need / opportunity with delivery commencing 2023/24.	Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)  Create good work  Safeguard jobs and create new job opportunities  Increase the size of the WY business base  Reduce levels of deprivation  Connect vulnerable people and deprived communities to economic opportunity  Boost employment in growth sectors	100% Funding	Builds on existing business support capacity which is limited to specific funded activity.  Allows development of circular economy projects, and b corp focused activity that connects to work led by the climate / emissions pathway team – new work. Builds on existing activity to enhance social value, and learning from inclusive economy pilots in Calderdale.
<b>Kirklees</b>	The Council works very closely with the CA's Growth Service and trade/investment teams to support delivery of a wide range of business support, enterprise, trade, inward investment, and other initiatives. Some of this capacity is embedded within the Council.  The WY business support system is continuing to evolve, with an increasing focus on the drivers of productivity, innovation and digitisation, machine learning and AI. Community Wealth Building is also a key mayoral priority.  During this evolution there is a need for local capacity to shape CA policy in this area and ensure effective join up and avoidance of duplication.	<b>Strategic Business Manager</b>  It is proposed to create one full-time post for the period to March 2025 with recruitment by August 2022.  1 FTE over 2.5 years at Grade 12  <b>Total £124,647</b>  The postholder will have specialist technical knowledge and skills in relation to the economic development agenda to shape WYCA strategy and programme development and support local delivery.	Shape/influence all relevant WYCA strategies/policies within scope of IP1 to ensure Kirklees issues and opportunities are fully reflected by end 22/23  Shape/influence all relevant programmes/projects within scope of IP1 to optimise opportunities for Kirklees businesses by end 22/23	Reduction in regional emissions across all sectors of the economy.  Businesses innovate and export  Safeguarded jobs and new job opportunities  Increase the size of WY business base  Reduce levels of deprivation  Connect vulnerable groups and deprived communities to economic opportunity	50% funding requested as match for investments proposed in the Council's 2022/23 revenue budget (at Council in February 22)	There is strong and complementary existing working between the Kirklees Business growth team and WYCA. The capacity requested is to be able to continue this principle and way of working i.e. helping shape WY initiatives, helping connect local businesses and filling any gaps on the ground – not duplicating.
<b>WYCA</b>	<i>NIL – previous funding secured via Pledge Development Funding £0.5m &amp; £0.2m Healthtech lead (Yr 1 gainshare) to work in partnership with Local Authorities. Approach to pipeline developed shared with Business, Economy, and Innovation Committee. Heads of Economic Policy codevelop a regional approach</i>					<i>2 new posts advertised (Dev Lead &amp; Policy Officer) and Regional Healthtech Lead - 1 post will support partnership working across LA partners to develop regional business support interventions and initiatives.</i>

Partner Name	IP2: Skills and Training for People					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	<p>Development of a plan for skills for a sustainable economy across all sectors, build on CTE and Future Technology infrastructure.</p> <p>Development of a plan for digital skills, industry 4.0 and application across the breadth of the local economy.</p>	<p><b>£50k pa x 3 years</b> to develop and refresh skills and employment plan across all sectors.</p>	<p>Specific plans for application of skills for sustainability and digital skills across the whole of the local economy.</p>	<p>Ensure local residents have the skills to access employment opportunities in the district.</p> <p>Ensure residents have access to training and skills development through various routes.</p> <p>To support and sustain key businesses and growth sectors in the local economy by ensuring provision of skilled workforce.</p> <p>Better career decision making for young people and career changers. Improved labour market intelligence for these two sectors clearly demonstrating opportunities and pathways to careers in the sectors.</p> <p>Increase % of 16-64 resident population in employment.</p> <p>Improve skills utilisation in workplace.</p> <p>Increased digital inclusion</p>	<p>100% of funding for new activity.</p> <p>Considerable partnership infrastructure – CTE and FTC District Boards to inform development work and oversee Implementation of plans. Will align leading practice with partner capacity and expertise, and education capital development and will be used to leverage further funding.</p> <p>Skills revenue funding streams including WYCA AEB and other devolved/delegated funds will enable delivery.</p>	<p>Aligned to pilot and strategy in IP4 which will increase visibility of green skills and employment in the local economy and stimulate learner and employer demand.</p> <p>CRF funded WY retrofit programme.</p> <p>College capital developments to support new curricula and implementation of the plan, including Towns Fund.</p> <p>Both strands of work align with specific Mayoral Pledges and related development funding for WY (see WYCA IP2).</p>
<b>Calderdale</b>	<p><b>Development of skills programmes to deliver green skills and progress in other priority sectors</b>, including health and social care and digital.</p> <p>Green skills: responding to increased opportunity and corporate priority</p> <p>Digital skills: responding to inclusion agenda</p> <p>Health and social care: responding to labour market needs, and ability of the Local Authority to help shape the market</p>	<p><b>£50k / annum x 3 years</b> to develop a more strategic approach to integrated employment and skills activity.</p> <p><b>Year 1: £34k</b> for external support to bring partners together to develop a strategic direction and associated pipeline.</p> <p><b>£12k / annum x 3 years</b> to support the overall development of the pipeline across investment priorities and ensure effective engagement with sub regional led initiatives.</p>	<p>Development of partner owned priorities for action that inform future delivery.</p> <p>A pipeline of activity at a local and sub regional level that integrates adult education, employment and skills, including business case development where necessary, particularly in advance of 2023 funding end dates.</p>	<p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Support individuals to access learning through different formats and settings</p> <p>Enable communities to become more resilient and sustainable</p>	<p>100% Funding</p>	<p>Builds on existing capacity via adult education and employment and skills teams, and increases impact of partner contributions. Connects to work on digital inclusion and workforce development in the health and social care sector, including ensuring approaches work effectively within Calderdale's economy.</p>
<b>Kirklees</b>	<p>1. Working with WYCA colleagues to inform and influence pan regional E&amp;S programmes.</p> <p>This would include</p> <ul style="list-style-type: none"> <li>Maximising opportunities presented by Devolution (starting with AEB / level 3)</li> <li>Development of key sector offers including care, digital, creative, and manufacturing</li> </ul>	<p><b>2x FT Grade 16 Strategic Partnership Managers</b> March 2025 with recruitment by August 2022 over 2.5 years Total <b>£322,711</b></p> <p>These role/ s would assist in the delivery of the local E&amp;S Plan; the Skilled and Highly ambitious people strand of KES and the WYCA Employment and Skills framework.</p>	<p>Deliverables are expected to include:</p> <ul style="list-style-type: none"> <li>Development of an annual plan identifying local priorities and delivery against regional priorities for AEB and level 3. (annual)</li> <li>Business cases for programmes to support key sectors / address local E&amp;S priorities. By 23/24</li> </ul>	<p>Safeguard jobs and create new job opportunities.</p> <p>Support individuals to access learning through different formats and settings.</p> <p>Support new ways of curriculum delivery.</p>	<p>50% funding requested as match for investments proposed in the Council's 2022/23 revenue budget (at Council in February 22)</p>	<p>There is strong and complementary existing working between the Kirklees Business growth team and WYCA. The capacity requested is to be able to continue this principle and way of working i.e. helping</p>

	2. Working with WYCA and local partners to identify local priorities in preparation for UKSPF. This would include working with universities, colleges, internal stakeholders, utilising intelligence local insight to identify need and developing business cases to address.	They would also support development of intelligence led business cases for programme development.	<ul style="list-style-type: none"> <li>Monitoring performance and impact of agreed success measure of local E&amp;S Plans - ongoing</li> <li>Provider WYCA with a more strategic input into making their programmes relevant for Kirklees leading to more successful impactful programmes. - Ongoing</li> </ul>	<p>Enable communities to become more resilient and sustainable.</p> <p>Employers manage job design and skills so that organisations can build resilience to change.</p>		shape WY initiatives, helping connect local businesses and filling any gaps on the ground – not duplicating. The capacity sought is designed to give us greater ability to help shape and develop WY as well as local initiatives and ensure complementarity as current LA capacity is very delivery focused.
<b>WYCA</b>	<p>Previous funding secured via Pledge Development Funding to work in partnership with LAs, particularly on skills and Mayoral pledge to create 1000 green jobs for young people.</p> <p>Policy Officer - additional capacity to support employment policy and programme work - also contribute to IP1 &amp; 6.</p> <p>Dev Lead: To secure future year funding against this Mayoral priority, coordinating the digital skills landscape and identifying opportunities)</p>	<p>Gaps on <b>employment policy and digital</b> –</p> <ul style="list-style-type: none"> <li>1x New Policy Officer GR K £54,328 pa x 3 yrs (£163,000 3 years)</li> <li><b>Digital Skills Dev Lead extension</b> - part contribution 2022/23, full contribution further 2 years £148,495: ( Sept 2021/22 £24,849, Sept 2023/24 full costs (£61,823k), Sept 2024/25 full costs (£61,823k)</li> </ul> <p><b>£311,495</b></p>	Business cases/ proposals developed to 2024 to support initiatives around employment to enable development of employment and skills pipeline in rapidly evolving labour market - linked to business demands, promotes equality and diversity. Digital Skills plan implementation and supporting delivery of digital academy.	<p>Increase % of 16-64 resident population in employment)</p> <p>Number of unemployed (including long-term unemployed) participants supported.</p> <p>Number of inactive participants supported.</p> <p>Number gaining employment, engaging in positive activities that address barriers to work or widen participation in training</p> <p>Number of NEETs / post education destinations.</p> <p>Number of NEETs in disadvantaged groups supported.</p> <p>Number of 16-24 / 50+ unemployed in disadvantaged groups supported</p> <p>Prevalence of "flexible" employment modes.</p> <p>Participation in employment and skills programmes and across disadvantaged groups</p>	Gap funding (existing post) and 100% funding for new post	Devt pledge funding also utilised – 0.5m (Dev Lead and Policy Coordinator) support partnership working across LA partners to develop the regional pipeline.



Partner Name	IP3: Creating Great Place and Accelerated Infrastructure					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	<p>Enabling Sustainable Housing and Growth – brownfield sites, key strategic housing sites (City Village, Holmewood, New Bolton Woods).</p> <p>Business Case Devt., Project Mngt of key regen projects i.e., Southern Gateway, City Village, Bradford South, Affordable Housing Programme</p> <p>Delivery of Devt Frameworks for City of Bradford, Keighley, and Shipley Constituencies</p> <p>Land/Property Acquisition Programme to support employment.</p> <p>Economic Plan refresh.</p> <p>Accelerate clean growth city district delivering enhanced sustainability and inclusion. Support to Sustainable Growth portfolio, pipeline devtgt – within District clean growth approach.</p>	<p><b>£450k for 3 posts</b> (£50k pa per post) = 1 x <b>Housing Growth Officer</b> to focus on delivery of affordable homes to meet mayoral pledge. <b>2x regen programme managers</b> to oversee development and delivery of strategic frameworks.</p> <p><b>£60k (2022/23)</b> development of a Housing Enabling &amp; Growth Strategy.</p> <p><b>£100k (£50k 2022/23, £50k 2023/24)</b> business case development. <b>4x £25k</b> for areas identified.</p> <p><b>£250k</b> towards the 3 Development Frameworks.</p> <p><b>£50k (£20k 22/23, £20k 23/24. £10k 24/25)</b> land &amp; property search database.</p> <p><b>£50k</b> (2022/23) Economic Plan Refresh</p> <p><b>£100k (£50k 22/23, £50k 23/24)</b> Clean Growth Delivery Programme.</p>	<p>Strategy with clear action plan for investment in sustainable housing growth.</p> <p>Strategic Development Framework for Sustainable Urban Extension of up to 2000 new homes and supporting infrastructure.</p> <p>Masterplan and Business Case for the Southern Gateway and Bradford South.</p> <p>Delivery plan for investment on brownfield and stalled sites.</p> <p>Development Frameworks for City of Bradford, Keighley, and Shipley with clear investment proposals.</p> <p>Completed property/site search in support of delivery of development frameworks, with a clear programme of priorities for acquisition or enabling.</p> <p>Revised Economic Plan for Bradford with delivery action plan.</p>	<p>New homes enabled and delivered.</p> <p>Accelerate development on brownfield sites.</p> <p>Development of a sustainable HRA. Masterplan and detailed delivery programmes for key housing sites.</p> <p>Detailed economic business cases for identified regeneration programmes to enable them to progress through future funding rounds.</p> <p>Delivery of high level Strategic Development Frameworks for constituency areas. Set future strategic direction and a set of clear priorities for investment.</p> <p>Employment land brought forward for development.</p> <p>Safeguard and new jobs into the area.</p> <p>Pipeline of infrastructure investment p[priorities to enable development.</p> <p>Delivery of sustainable City and town development to respond to a changing economy.</p> <p>A new Economic Plan for Bradford.</p>	<p>50% match identified within own resources towards development frameworks and business case development.</p> <p>100% funding for additional posts.</p>	<p>Housing Enabling and Growth Strategy is aligned to work commissioned through Local Partnerships with a focus on brownfield site development and delivery of affordable homes.</p> <p>City Village – next phase of development following the Cushmanns report funded via WYCA.</p>
<b>Calderdale</b>	<p><b>Delivering sustainable and affordable housing.</b> Implementation of Calderdale Housing strategy, maximising opportunities presented by the adoption of Local Plan in 2022/23.</p> <p>Addressing shortfall in Housing Delivery Test, and delivering against the mayoral priority. and . .</p>	<p><b>£182k pa 3 yrs</b> - support the creation of 4 additional posts that will proactively engage, advise and problem solve on large, strategic new housing sites.</p> <p><b>Year 1: £105k</b> <b>Years 2+3: £75k / annum</b> develop multi-disciplinary approach to bringing forward housing delivery, feasibility studies and development of business cases.</p> <p><b>£12k pa x 3 yrs</b> - support the devt of pipeline across IPs and ensure effective engagement with sub regional led initiatives.</p>	<p>Creation of a multi disciplinary team and that maximises existing capacity.</p> <p>Refreshed Housing Delivery Test Action Plan, as the basis for subsequent delivery of a pipeline of delivery, supported by appropriate business cases.</p> <p>Connected to IP4 activity with a focus on setting a benchmark in terms of eco development where viability tests allow.</p>	<p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Accelerate the transformation of Calderdale's towns and cities into successful, resilient, sustainable places</p> <p>Strengthen existing places</p> <p>Reduce fuel poverty</p> <p>Create new future proofed well designed developments</p> <p>Affordable and low carbon homes</p>	100% funding	<p>Builds on existing capacity via Housing Growth team and Housing Development Company.</p> <p>Aligned with new investment in the planning service to commence 2022/23. Informed by further work on Housing Delivery Test action plan which is currently being reviewed.</p>
<b>Kirklees</b>	<p><b>Unlocking Housing Growth &amp; Regeneration of SPA (Dewsbury Riverside)</b> - development of planning, modelling and design of wider area interventions to unlock development site, incl. promotion of active travel, modal shift and public transport integration helping to address the climate emergency.</p>	<p>Consultancy support to model, design, and draft high-level strategy</p> <p><b>£73,387</b></p>	<p>Assessment of wider infrastructure considerations for deliver the Dewsbury Riverside housing allocation in the Kirklees Local Plan, including highway modelling and junction designs for wider highway network around Dewsbury Riverside and connecting to Dewsbury Town Centre by end 2022</p>	<p>New Homes enabled and completed within SPAs</p> <p>Jobs accessible by public transport from deprived communities</p> <p>Increased government investment</p>	<p>Funding sought is in additional to existing core Council budgets to help accelerate key projects e.g. Dewsbury Riverside</p>	<p>Funding sought will sit alongside existing investment in place making, housing growth and infrastructure and help accelerate delivery of key priorities.</p>

	Embedding good quality design and its contribution to health, equality, safety and active travel etc		Incorporation of walking and cycling improvements, public transport improvements, and reduced congestion to unlock 4,000 home urban extension, including affordable housing, other on-site infrastructure, and the wider regeneration benefits. By 23/24	Decrease in households in transport poverty  Increased mode share for active/sustainable modes		
	<b>Developing solutions for sustainable transportation interventions</b> to facilitate economic, housing, town centre regeneration, and wider spatial growth	Consultancy and Development Support to Town Centre programmes  <b>£75,000</b>	Deliverables are expected to include By end 22/23: <ul style="list-style-type: none"> <li>Dewsbury Land Strategy</li> <li>Continued PM support on Station to Stadium Enterprise Corridor (S2SEC)</li> <li>Huddersfield Transport Movement work</li> <li>HVM Strategy.</li> </ul>	Commercial property occupancy  Number of premises connected to gigabit capable broadband  Number/share of green jobs  Space created for cultural and arts activity within SPAs  Increased government investment  Hectares of land remediated and prepared for development		
<b>Leeds</b>	<p><b>Accelerating Affordable &amp; Sustainable Housing Growth</b> across Leeds. Local Plan housing delivery target of c3250 home pa - dedicated housing team in Regen service - co-ordinates cross-service/sector partnership activity. Leeds consistently in top 3 LAs nationally for housing growth last 5yrs - 2.2% of national housing delivery and 42% of WY's delivery. Provision of affordable homes within annual target consistently fails to meet needs of people - city needs 1200 affordable homes pa. To address this shortfall funding allows certainty to add a step change in renewed focus and sector capability into the established multidisciplinary expertise in LCC - mix of housing and place delivery professionals - new partnership, devt models, optimising viability and mixed tenure outcomes from pipeline and through alignment of affordable hsg devt opportunities in place and regen plans for market delivery incl progress complex schemes, unlock brownfield sites, rapid implementation of Leeds Affordable Housing Partnership Delivery Plan currently in production and support the review, implementation of Local Plan policies.</p> <p>The capacity created and retained in Leeds through this funding has potential to roll out learning and support to other districts through peer networks, WYCA governance and active officer engagement in problem solving and shared pipeline development.</p>	<p><b>£1,257,000 overall</b> Up to 5 FTE housing and place expertise, including Exec Manager leadership and team resources PO6-PO2.</p> <p><b>Site studies</b> to include: Feasibility, Site capacity, Stage 1 checks, Intrusive surveys, Site contamination monitoring, Capacity support through consultancy expertise as reqd, Legal advice, Planning, Lifecycle scheme devt incl. spec to incl. efficient and effect inclusion of MMC and climate emergency best practice for the acceleration of application.</p> <p><b>Funding FY 24 &amp; 25</b> to enable certainty in the devt and implementation of pipeline, devt models and mainstreaming of new approaches to ensure continuity of a long-term future proofed pipeline of residential schemes.</p>	<p><b><u>Year One 22/23 – LCC currently funded Activity</u></b> - <i>Deliver an endorsed Leeds Affordable Housing Partnership Plan (which could then be adapted by other districts if helpful).</i></p> <p><b><u>Year two / three (23/24-24/25)</u></b> Activity will be set out from the above year one tasks targeting interventions and support with the aim to specifically accelerate delivery and drive up the number of affordable homes delivered pa. Leeds will also have a retained focus on market residential schemes utilising the same unlocking approach. Timescale will depend on individual site issues and complexity. Actions will include:</p> <ul style="list-style-type: none"> <li>Individual site assessment and investigations</li> <li>Models of delivery and partnership</li> <li>Targeted delivery advice including potential for acquisition of sites and robust approach to deploying statutory powers, in partnership with WYCA.</li> <li>Identified portfolio disposals as per the Brownfield Land Programme previously delivered.</li> </ul>	<p>New homes enabled and Completed within SPA's'</p> <p>Hectares of land remediated and prepared for development'</p> <p>Target for additional delivery of affordable housing over and above the 10 yr. av.</p> <p><i>Affordable housing ambitions are district-wide, but main SPA is Leeds City Centre - ensuring the major, high density developments driven through market activity and characterising the city centre expansion (where there is capacity for c20,000 new homes), are brought forward as part of a mixed tenure sustainability ambition, which reflects the three cross cutting WYIS themes in targeting the climate emergency (housing quality and specification), ensuring inclusive growth (mixed tenure housing meeting needs of all residents) and reducing inequalities (mixed tenure embedded in regen and connectivity plans as city centre grows). This will result in:</i></p> <p>Increased government investment.</p> <p>Increased investment in R&amp;D</p> <p>Reduction in fuel poverty.</p> <p>Warm, healthy, affordable, and low carbon homes</p> <p>Reduction in the proportion of households in fuel poverty, improving the living standards of residents.</p>	<p>LCC has an established Regen team and a dedicated direct delivery team for additional Council Housing. This funding will provide additional dedicated housing capacity into the service to create a step change in the volume of affordable homes delivered across the city which despite a series of targeted interventions consistently falls short of the annual need.</p> <p>100% funding for enhanced activities which will benefit from sitting within an experienced multidisciplinary place team leveraging embedded knowledge and expertise.</p>	<p>Regen team supports delivery of housing growth across all markets, understands issues, experienced in unlocking complex sites/models - recognises success is product of partnership / relationship building, place vision setting, clear area regen planning, market making, place making.</p> <p>Benefits the enhanced proposal to accelerate affordable delivery, working with all stakeholder and undertake site-level investigations as well as market and sector level understanding to build a delivery proposition.</p> <p>No duplication of efforts in proposal but an offer of aligning best practice with more capacity and expertise to accelerate deliver of a long-standing issue</p> <p>The Service is part way through preparation of the Leeds Affordable Housing Partnership Delivery Plan. This provides a clear understanding of the policy and delivery issues at play. This proposal will allow the rapid implementation of its recommendations to</p>

						accelerate and increase affordable homes across the city which provide good quality and stable housing options for all people.
<b>Wakefield</b>	<b>Wakefield City Centre Masterplan:</b> Final masterplan due to be adopted in February 2022, and capacity is required to support the development of business cases and delivery of projects.	<b>2 x Regen Posts:</b> £75k pa 22/23 and £100k per annum for 23/24 and 24/25. (This might change to consultancy support if recruitment proves challenging).	Development of projects and business cases linked to the Wakefield City Centre masterplan.  Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years.	Commercial property occupancy,  Increased government investment.	Wakefield City Centre Masterplan - funding will support delivery of the masterplan, due for adoption Feb 2022.	Sits alongside existing work on Towns Fund. Enables additional activity to be delivered derived from the masterplan which no capacity for.
	<b>Castleford Aire River Growth Corridor and Knottingley Master Plan:</b> Capacity required to support the development of a business plan to bring forward housing land.  <b>Professional Support:</b> Finance, legal and procurement capacity required to support the delivery of existing and future capital projects.	<b>2 x Regen Posts:</b> £53k pa 22/23 and £70k pa 23/24, 24/25.  <b>Finance Post:</b> £45k pa 22/23 and 60k pa 23/24 and 24/25  <b>Procurement Post:</b> £45k pa 22/23 and 60k pa 23/24 and 24/25  <b>Legal Outsourcing:</b> £30k pa 22/23, 23/24 and 24/25.	Development of projects and business cases linked to the masterplans.  Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years.  Development of projects and business cases linked to the masterplans.  Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years	Hectares of land remediated and prepared for development.  Increased government investment.	Castleford Aire River Growth Corridor Masterplan: The funding will support 100% the delivery of additional activity.	This activity will complement existing work such as the Brownfield Housing Fund.
<b>WYCA</b>	Some revenue through housing revenue funding, but time limited and not sufficient to meet Mayoral expectations and ability to work effectively with Districts and other partners to develop pipelines. Urgent need to secure existing capacity / posts ending March 2022 to continue work to develop <b>housing</b> pipelines (including brownfield, sustainable and affordable homes) and programme of <b>urban design</b> activity to raise the quality of places, improving health, building in equality, and leading by example on sustainability priorities.  A need to secure capacity for project and programme development on <b>place-based regeneration</b> an area of activity currently not resourced and <b>flood</b> risk and <b>digital</b> infrastructure to build on existing resource of 1.2 FTE across both priorities – required to update the policy position in these areas and accelerate programme & business case development	<b>Programme Manager</b> (regen and hsg pipeline project devt) Grade L (currently funded to Mar 22 HRF – looking to extend HRF into next year and gainshare thereafter) <b>£185,469</b>  <b>Policy Coordinator</b> (hsg revenue programme management) Grade J (currently funded to Mar 22 HRF – looking to extend HRF into next year and gainshare thereafter) <b>£94,838</b>  <b>Head of Design Quality / Inclusive Design Grade M</b> (currently funded to May 22 only) <b>£107,599</b> . Assumption that part funded through project costs but wider work e.g., dementia taskforce not capitalised  <b>Policy and Development Lead</b> (employment sites and SPA project development) Grade L NEW POST <b>£185,469)</b>  <b>Policy Officer X 2</b> (Accelerated infrastructure project development) Grade K NEW POST <b>(£325,968)</b>  <b>Total : £899,343</b>	Supporting partners to deliver 5000 affordable and sustainable homes target - pipeline of affordable and sustainable housing next 5/10yrs. and aligned to future rounds of BHF  Strengthen strategic relationships with WYHP & Homes England - align Mayor's Pledges. Develop new housing strategy to include priorities aligned with sub-pledges working with district partners/providers. Facilitate Dementia Ready Housing Taskforce pledge delivery.  Accelerate work on SPAs - build priorities for strategic support incl. employment sites and regen projects in pipelines. Explore use of tools / powers secured through devo (incl CPOs and Mayoral Development Corporations) - deliver desired outcomes on place-based priorities.  Ensuring quality of design, quality of place embedded in projects across IPs. Support visioning, early consideration in SPAs and deliver master-planning support and design training to districts to drive better outcomes for places in West Yorkshire.  Refresh of Flood Review to improve consistency with Climate and Environment Plan and Net Zero ambitions. Development of business case for Business Flood Recovery & Resilience Grants Programme.  Digital infrastructure opportunity mapping confirm levels of broadband coverage and potential priority areas for digital investment. Tool provides a) evidence base for future digital programmes, refresh of Digital Framework's Infrastructure Action Plan to identify challenges, tools to be used to	Will contribute to a range of outputs results including:  New homes enabled and completed within SPAs.  Number of premises with enhanced flood protection.  Number of businesses with enhanced flood resilience.  Number of premises connected to gigabit capable broadband.  Access to gigabit capable broadband in deprived areas.  Capital investment (including on transport) undertaken with existing communities, addressing the needs Of people including a role in the development (through design, jobs & training) and to genuinely benefit from its results (through healthier, positive, and greener places).  To accelerate the transformation of West Yorkshire's towns and cities into successful, sustainable places  New developments incorporating blue and green infrastructure and giving priority to the design of future-proofed homes, including space for working/study Streets and spaces that encourage mode shift to walking and cycling and promote physical and mental health, while reducing CO2 and NOx and reducing transport poverty.  To reduce inequalities by tackling the number of properties especially in the 20% most deprived areas who have no or	100% funding ask	No development pledge funding received. This funding will support partnership working across local authority partners to develop the regional pipeline.



			<p>address them; b) an evidence and position for local partners to shape up to £230m of DCMS investment in WY under Project Gigabit</p> <p>Development of business case for a WY Urban Gigabit Voucher Programme - programme will operate alongside Superfast and Gigabit Programmes, target 'not spots' in hard-to-reach urban areas not being connected commercially. Programme likely to be funded via WY&amp;Y Broadband Gainshare.</p> <p>Provide policy/strategy engagement (working alongside a delivery resource) into DCMS' £5bn national programme for broadband delivery. Significant investment being deployed across WY (c£128-218m). Project will need significant local input to ensure its benefits are maximised locally and its delivery targets the correct areas. A Partnership Agreement is in development which will clarify the role of local bodies</p>	<p>little access to Superfast Broadband and only 3% to Full Fibre.</p> <p>Reduction in fuel poverty through housing based retrofit and higher energy efficiency new development.</p> <p>To strengthen existing places and build on learning from district Streets for People pilots, and the opportunity to increase flood resilience for the communities that have faced devastating impacts in the events of 2015 and 2019</p>		
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Partner Name	IP4: Tackling the Climate Emergency					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	<p>Development &amp; delivery of a Hydrogen test bed at the Advanced Fuel Centre, Bowling Back Lane, including partnership working with WYCA and bus operators to roll out inter-district hydrogen bus routes</p> <p>Support to Sustainable Development / Clean Growth Strategy, including feasibility/business cases for pipeline projects and co-delivery on the WY Climate and Environment Plan</p>	<p><b>£100k consultancy</b> support towards business case development (£50k 22/23, £50k 23/24).</p> <p>Technical consultancy required for H2 Infrastructure development.</p>	<p>Technical consultancy to support design (including green hydrogen production), planning application and procurement of H2 infrastructure as part of Advanced Fuel Centre development.</p> <p>Support for defining, developing and delivering projects through the Clean Growth Strategy and co-delivery of the WY Climate and Environment Plan</p>	<p>Carbon reduction, development of clean fuel production and implementation of zero emission bus services / refuse collection services. Increase in skilled, Clean Growth jobs</p> <p>Sustainable, carbon reduction, climate resilience and Clean Growth. Increase in skilled, Clean Growth jobs</p>	<p>H2 infrastructure &amp; bus subsidy funding will seek Government &amp; CA support and inward investment from bus operators, matched by Clean Air Zone revenue</p> <p>Will support funding bids and inward investment, potentially match funded via CAZ revenue</p>	<p>Increase the scope of the Advanced Fuel Centre (AFC) to provide hydrogen refuelling.</p> <p>The AFC has approved £3m capital funding to date for site preparation and biomethane refuelling.</p>
<b>Calderdale</b>	<p><b>Developing and implementing proposals in West Yorkshire Climate and Environment Plan</b></p> <p>Addressing Calderdale's corporate priority of responding to the Climate Emergency, informed by the emerging partner owned Climate Action Plan (as well as associated work on the ecological emergency and resilience / adaptation).</p>	<p><b>£100k pa x 3 yrs</b> to support 2/3 posts that engage with communities to work up locally developed schemes and bring forward new activity as part of Calderdale's ERP.</p> <p><b>Year 1: £20k</b> - External support to assist in developing approaches and maximising use of resources to address resilience and biodiversity alongside improvements in emissions pathway reductions.</p> <p><b>£35k pa x 3 yrs</b> - For feasibility studies and detailed design work associated with major scheme development.</p> <p><b>£12k pa x 3 yrs-</b> to support the overall development of the pipeline across IPs and ensure effective engagement with sub regional led initiatives.</p>	<p>Support for retrofit business case development associated with the above housing development resource.</p> <p>Activity aligned to Capital Plan commitments, maximising match funding potential, and building on existing project development capacity to support detailed design work.</p>	<p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Reduction in regional emissions across sectors of the economy</p> <p>Support the development of local supply chains, jobs, and skills</p> <p>Energy efficient workplaces</p> <p>Reduction in energy and fuel costs</p> <p>The region is resilient to the impacts of a changing climate</p>	100% funding	<p>Builds on existing capacity in the climate / emissions pathway team. Increases ability to align resources across the Council and with partners via Climate Working Party.</p> <p>Activity aligned to Capital Plan commitments, maximising match funding potential, and building on existing project development capacity to support detailed design work.</p>
<b>Kirklees</b>	<p>Capacity to increase resource capabilities to develop Environmental &amp; Sustainability objectives both locally (Kirklees) and complementary of the WY regional Net Zero Target of 2038.</p> <p>This capacity would develop pipeline projects that support the NZ 2038 target including partnership and districtwide projects. These could include renewable energy feasibility studies and viability assessments, Heat decarbonisation, green infrastructure and scalable domestic retrofit.</p>	<p><b>2x Grade 12 Climate Change &amp; Sustainability Project Development Officer</b></p> <p>It is proposed to create two full-time posts for the period to March 2025 with recruitment by August 2022.</p> <p>2 FTEs over 2.5 years at Grade 12</p> <p><b>Total £249,295</b></p>	<p>Deliverables are expected to include:</p> <ul style="list-style-type: none"> <li>Renewables Feasibility and Viability assessments on Council owned land by end 22/23</li> <li>Development of Business Cases including identifying alternative financial mechanisms for delivery by end 23/24</li> </ul>	<p>This investment would be expected to impact across the full range of IP5 outcomes.</p>	Funding sought is in additional to existing core Council budgets being invested to develop a strong low carbon / sustainability project development capacity.	The Council is developing its low carbon pathways work and associated action planning. The capacity sought will provide additional capacity to take forward this work towards delivery and participate in collaborations to define what activity is best taken forward at a WY, district or more local level.
	<p>Develop programmes which enable expert advice to and engagement with internal stakeholders, residents, businesses and partners on climate resilience initiatives and carbon reduction measures i.e., energy efficiency, supporting economic, social, and environmental outcomes. There is also a need</p>	<p><b>1x G10 Low Carbon &amp; Sustainability FT</b> to March 2025 - recruitment by Aug 22. <b>Total £103,543.</b></p> <p>To engage with schools and/or businesses to develop green skills, jobs, carbon reduction pathway plans and to</p>	<p>Deliverables are expected to include by end 23/24:</p> <p>Domestic and Corporate Building fabric assessments to support development of heat decarbonisation plans and develop specific actions to improve energy efficiency.</p>	<p>Reduction in regional emissions across all sectors of the economy.</p> <p>Affordable and low carbon homes, energy efficient workplaces.</p> <p>Reduction in energy and fuel costs.</p>		

	for strategic development of Heat decarbonisation plans and resource to support the development of these projects and programmes.	provide energy efficiency advice packages to ensure achieve districtwide NZ target by 2038.	Implementation of new innovative BEMS systems for corporate energy efficiency to achieve required internal carbon reductions.  Monitoring, reporting on and promotion of strategic actions in response to the Climate and Ecological emergencies, including areas.			
	Capacity to assess the carbon impact of major planning applications.	<b>1x FTE GR12 Planning Officer with specialist expertise in carbon assessment</b> of major planning applications.  <b>Costed at a 1-year fixed term post.</b> Opportunities will be sought to create shared capacity across districts for this purpose, pooling similar contributions from other LAs - or alternatively use the sum to commission consultancy support.  <b>Total £49,859</b>	Multiple assessments of the carbon impact of major planning applications – ongoing.	Reduction in regional emissions across all sectors of the economy.  Affordable and low carbon homes, energy efficient workplaces.  Reduction in the proportion of households in fuel poverty.  Reduction in energy and fuel costs.		
	Resource which supports ability to increase interpretation of data and intelligence locally and Regional WY level, to monitor, evaluate and challenge project delivery or to review strategies alongside pipeline project development.	<b>External consultancy Support</b> for Kirklees Environmental & Sustainability Strategy development and associated action plan  <b>£75,000</b>	Deliverables are expected to include by end 23/24:: <ul style="list-style-type: none"><li>Domestic and Corporate Building fabric assessments to support development of heat decarbonisation plans and develop specific actions to improve energy efficiency.</li><li>Implementation of new innovative BEMS systems for corporate energy efficiency to achieve required internal carbon reductions.</li></ul> Monitoring, reporting on and promotion of strategic actions in response to the Climate and Ecological emergencies, including areas.	This investment would be expected to impact across the full range of IP5 outcomes.		
<b>Wakefield</b>	Hydrogen Vehicle Refuelling Centre Feasibility Study: Funding to support the development of a feasibility study and outline business case for a regional Hydrogen vehicle refuelling centre at the nexus of the strategic highway network to support decarbonisation of HGVs operating long-haul operations.	<b>Consultancy Support: £99,500</b> for 22/23	Development of a business case which might require capital funding to secure delivery.  Timescale is to have a completed business case by the 22/23 financial year.	Reduction in CO2 emissions (per capita and by sector).  Increased mode share for active / sustainable modes	Hydrogen Vehicle Refuelling Centre Feasibility Study: This is a new project which will be 100% funded by the capacity fund.	This project will help to contribute towards the wider Net Zero objectives of the Combined Authority. Specifically phase one of the NZ Accelerator programme which will focus on developing projects related to the decarbonisation of transport and buildings as the two sectors with the highest carbon emissions in the region and in addition critical nature recovery and resilience activities.
<b>WYCA</b>	Plan and deliver the <b>first priorities of the Climate and Environment Plan in partnership with Districts</b>  (Yet to be developed / agreed – breakdown of the 40 million: Better Sustainable Homes £10m, Nature Based Solutions & Recovery £6m Clean, Smart, Flexible Energy £6m, Business Sustainability £6m, Climate Ready People and	<b>Policy Officer X 2</b> (Policy and development) GR K New <b>(£325,968)</b>  <b>Carbon assessment</b> on major planning applications  <b>Policy Assistant x1 grade H £110,580</b>	Development of business case for delivery of Climate and Environment Plan priorities (£40m). This will include: 1x Programme and c. x7 Project business cases (see Strategic Need column)  The project business cases will align with the resource and work from the NZRA Programme	Reduction in households in fuel poverty  Reduction in CO2 emissions (per capita and by sector).  Increase in energy efficiency of homes and workplaces.	100% Funding ask	0.8m received yr. 1 gainshare 'Net Zero Accelerator' – for developing the pipeline. Will be utilised in conjunction with this but does not duplicate.

	<p>Places £6m, Communications, Engagement, Behaviour Change £3m Leading by Example £3m</p> <p>4 Key priorities for early development: Clean Air / Housing retrofit / Nature recovery (inc. community level nature projects) / Business support.</p>	<p><b>£79,614 consultancy support/</b> R+I support across the IPs to access support on energy and environmental economics / intelligence to support bid writing and pipeline / programme development.</p> <p><b>Total : £516,162</b></p>	<p>by providing projects to be guided &amp; accelerated through that process. The business cases will facilitate engagement with the private sector and other investors on specific projects to attract additional investment to deliver the Plan's objectives.</p>	<p>Increase in local clean energy generation and demand met from clean energy sources.</p> <p>Increase in green and blue infrastructure and nature.</p> <p>Reduction in av number of trips by private car.</p> <p>Number/share of green jobs</p>		<p>Will support further partnership working across local authority partners to develop the pipeline</p>
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Partner Name	IP5: Future Transport					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	Development of Integrated Transport Plans for District and spatial priority areas.	<p><b>£100k</b> (2 years@£50k pa 22/23, 23/24) post of <b>Strategic Transport Officer</b> to oversee development of ITP.</p> <p><b>£100k</b> (£50k 22/23, £50k 23/24) <b>technical feasibility</b> support towards ITP development.</p>	<p>Development of project pipeline focused in infrastructure improvements and modal shift to support clean economic growth.</p> <p>Formulating a clear and coherent plans for how key strategic sites will be served supported and unlocked by transport and highways infrastructure in priority areas of the District.</p> <p>Also ensuring plans align with a wider sustainable transport strategy for the Bradford District.</p>	<p>Improved connectivity to key employment opportunities.</p> <p>Contribute towards of the vision of a Clean Growth City.</p> <p>Connecting and maximising the full potential of employment and housing sites across the district for communities through the most efficient and sustainable means of transport infrastructure</p> <p>Securing employment and housing opportunities for local communities across the District</p> <p>A holistic and integrated approach to unlocking levelling up opportunities across the District</p>	<p>100% funding of a post.</p> <p>Contribution towards technical feasibility feeding into wider transport plans.</p>	Aligned to Development Frameworks and enabling delivery.
<b>Kirklees</b>	<p>Developing solutions for sustainable transportation and transportation interventions to facilitate economic and spatial growth</p> <p>To develop intelligence for behavioural change programme.</p>	<p><b>2x FTE GR 14 Transportation Project Managers – 2 FT</b> Mar 2025 - recruitment by Aug 22. 2.5 years - Total <b>£287,583</b></p> <p><b>1 x GR 14 Senior Cycling Officer – 1 FT</b> 2 years - March 2025 - recruitment within 2022/23 - Total <b>£115,033</b></p>	<p>Project pipeline to be created based around key transport strategy/outcomes/priorities by end 23/24: e.g.:</p> <ul style="list-style-type: none"> <li>List of rail, bus, mass transit, demand responsive transport, walking and cycling interventions taken to expression of interest/SOBC stage (on a prioritised and evidenced basis)</li> </ul> <p>Developing behavioural change functionality to promote modal shift towards bus, rail, walking and cycling</p>	<p>Transform access for Kirklees's communities of persistent poverty to employment opportunities and skills centres.</p> <p>Improved air quality and reduction in car dominance.</p> <p>Ensure that people are enabled to make sustainable travel choices from housing and employment sites.</p> <p>An affordable, simple, integrated, and accessible system for people to travel anywhere by public transport.</p> <p>Passenger growth on bus, rail, and future transport networks. Bus is effective and affordable mode.</p>	Funding sought is in additional to existing core Council budgets which are focussed almost exclusively on current delivery, not project pipeline development.	Current capacity is very focussed on delivery and not future pipeline development. Kirklees are developing a new Transport Strategy in 2022. The capacity sought will complement this work by helping to take forward that new strategy toward identification of projects and outline business case preparation.
<b>Wakefield</b>	Strategic Regeneration and Transport Business Case Development Fund: Creation of a flexible pot to support the development of transport and major infrastructure or regeneration project business cases linked to future WYCA funding and WYCA Special Priority Areas. This includes more sustainable urban environment with enhanced opportunities for carbon capture and biodiversity. This will include bringing in relevant design expertise.	<b>Consultancy Support: £210k</b> for 22/23 and then <b>£310k</b> for 23/24 and 24/25	<p>Development of business cases which might require capital funding to secure delivery.</p> <p>Timescale will vary depending on the projects, but the focus will be on deliverables within the next 3 years</p>	<p>Hectares of land remediated and prepared for development.</p> <p>Increased government investment.</p> <p>New sustainable transport infrastructure.</p> <p>Sustainable transport links between deprived areas and employment/ training opportunities</p> <p>Increase use of public transport and walking and cycling</p> <p>Generate jobs and connect people to housing and employment.</p>	Strategic Regeneration and Transport Business Case Development Fund: This is new capacity which will be 100% funded. Existing staff within the authority will project manage the commissions.	This capacity will be directly linked to current and emerging WYCA capital funding, such as the sustainable transport fund.

Partner Name	IP6: Culture and Creative Industries					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
<b>Bradford</b>	<p>Support the delivery of City of Culture 2025. 'Culture is our Plan'.</p> <p>Business case development and investment into key cultural regeneration programmes, repurposing spaces and refreshing the local high streets/economy</p> <p>Cultural Placemaking programme – connecting economic, regeneration and culture teams to attract inward investment and support of growth of the district as a Destination.</p> <p>Regional Research &amp; Evaluation.</p>	<p><b>£100k</b> (£50k 22/23, £50k 23/24) to support the delivery of the <b>Culture Plan</b>, specifically business case development to attract other cultural funding.</p>	<p>Business case proposal developed and submitted, with a pipeline of delivery leading into 2025 that has multiple delivery methods, based on the attraction of inward investment.</p> <p>Completed Feasibility studies transform into business plans with clear actions and priorities for acquisition and activation of new cultural enterprises.</p> <p>Development Frameworks for Bradford District with clear investment proposals with culture embedded across all Place based work.</p> <p>A combination of household surveys, data, and evidence to track the delivery of major events and programmes across West Yorkshire.</p>	<p>More people are championing and actively taking part in cultural activity across the district.</p> <p>Increase awareness of career and business opportunities within the culture section.</p> <p>Culture is better connected to the internal and external economies and ecologies.</p> <p>More career opportunities in culture across the district.</p> <p>Strong supply chains across the district to better resources the culture sector and communities.</p> <p>Maximise creative business potential and increased range of cultural businesses.</p> <p>Increased range of cultural activity across the district, providing more paid opportunities for Freelancers and small organisations.</p> <p>Bradford has a stronger visitor and citizen experience through increased range of cultural animation.</p> <p>To support and strengthen the regional impact of the culture and creative industries evidencing the social economic impact of having it as a priority for the region.</p>	<p>The Cultural Place Partnership functions as the strategic board driving cultural regeneration with the leader as chair and key partners such as ACE, NLHF, Historic England and the NHS, this will and has been be a conduit for driving more investment into culture into Bradford and is likely to bring in additional funds over the 3 years period that would match the capacity funding</p>	<p>This works will be a laboratory for change demonstrating Bradford's clean growth strategy and its commitment to a net zero economy through new forms of cultural expression.</p> <p>'Culture is our Plan' directly supports all four Council equality objectives. It sets demanding targets to improve diversity and representation across the district's cultural sector and in the Council's own cultural service provision. By 2031, 50% of Bradford District creative workforce, audiences and cultural leadership will be drawn from people currently underrepresented in Culture and Creative Industries sector. Support for these equality and diversity ambitions will be a condition of future BMDC funding for arts, cultural and heritage projects</p> <p>Culture will make a significant and sustainable contribution to the future prosperity of the District as Bradford strives to level up. Culture will also make a significant contribution to the recovery from COVID 19 and to the growth of a cleaner future economy as one of four pillars of the district's new Economic Recovery Plan.</p>
<b>Calderdale</b>	<p><b>Creative industries support</b>, building on new cultural strategy for Calderdale and maximising opportunities for supporting the visitor economy via leveraging the impact of Calderdale as a successful filming location.</p>	<p><b>£50k / annum x 3 years</b> to fund an additional creative industry's role that will develop a pipeline of activity and link to WY wide opportunities including building to Calderdale's focus on Vision 2024.</p>	<p>Focus on development of schemes that support the creative economy, and integrate with wider business support proposals, as well as maximising Calderdale's significant film assets. 3 years profile to support focus on 2024 cultural focus in Calderdale.</p>	<p>Outcomes resulting from pipeline development (and therefore on stream from <b>2023/24 onwards</b>)</p> <p>More people are engaging in cultural activity</p> <p>Increase in employment in culture, sport, and arts roles</p> <p>Cultural activity that supports clean growth and sustainability is developed and promoted</p>	<p>100% funding</p>	<p>Aligns with commitments in Calderdale Council's new Cultural Strategy, and the resources that support the delivery of Calderdale's Visitor Economy Strategy.</p>



		<p><b>£12k / annum x 3 years</b> to support the overall development of the pipeline across investment priorities and ensure effective engagement with sub regional led initiatives.</p> <p>No financial allocation made for potential ask against the possible need to work collaboratively to research the needs of the cultural sector and creative industries in order to develop priorities, establish baseline data and develop a framework for evaluation, though mindful of need at a sub regional level.</p>				Develops new capacity to support the development of creative industries support packages, aligned with existing business support activity which is limited in this area.
<b>Kirklees</b>	Capacity required to increase capabilities to achieve objectives from submitting <b>successful bids to UNESCO</b> , City of Culture 2029 and have levered funding from a regional and national level.	<p><b>1x GR 12 Funding and Bid Writing Officer</b> – 1 FT to Mar 2025 recruitment by Aug 2022 - 2.5 years Total <b>£124,647</b></p> <p><b>Consultancy support - £25,000</b></p>	<p>To lever investment, to co-ordinate and lead bids such as UNESCO (2023) designation and scoping future City of Culture (2029), lead bids for destination events and tourism, developing skills within the sector itself, gather baseline intelligence for bid, set up systems to report back to funders.</p> <p>To lead on increase community-based tourism, day visits and stay-cations to international holiday makers (annual assessment), liaison with hospitality and leisure businesses, digital marketing and the development of the online destination offer including Creative Kirklees (2023). Researching the sector, understanding their needs, understanding their recovery, leading to tourism infrastructure being developed and how it links with the regional and national tourism bodies / agencies (2024).</p>	<p>Culture embedded within all place-based work and place planning.</p> <p>Culture is recognised and developed for its role in supporting the visitor economy</p> <p>Increase in employment in culture, sport, and arts roles</p> <p>More people are actively engaged in cultural activity.</p>	Funding sought is in addition to existing core Council budgets which are recognised as being below the levels required to match the ambition in this area.	The resource sought is vital to ensuring other existing strands of activity are coordinated and aligned, including taking part in joint WY research.
	<b>Increase intelligence and evidence</b> at a Regional WY level, to gain a baseline of data and information to develop robust strategies for pipeline projects.	Contribution to a regional consultancy contract <b>£15,000</b>	Regional research and baseline of evidence and intelligence, to understand the opportunities and gaps within the sector and evidence impact of collective and individual interventions (annual assessments).			
<b>Leeds</b>	<p>Leeds City Council is invested in Leeds 2023, the Year of Culture which will deliver a range of outputs that contribute directly and significantly to this IP. Specifically:</p> <ul style="list-style-type: none"> <li>Supporting the visitor economy to return to 2019 levels by 2024.</li> <li>More people are actively engaged and take part in cultural activity and there is a growth in audiences and participants of all cultural activity.</li> </ul> <p>There is an increase in employment in culture, sport, and arts roles across the region.</p>	<p><b>£633K 22/23</b> used to cover part of Leeds CC <b>commitment to Leeds 2023.</b></p> <p>Grant agreement (GA) already in place with Leeds 2023 - will be updated if funding agreed. Grant agreement requires robust reporting on impact of Leeds 2023 which can be used to demonstrate the value of this investment against the IPs.</p>	<p><i>Leeds CC does not propose to specify exactly how Leeds 2023 deploy this investment. GA between Leeds CC and Culture Trust sets out clear objs and reporting arrangements. Culture Trust believe they can deliver:</i></p> <ul style="list-style-type: none"> <li>2300 new jobs in the creative industries*</li> <li>1310 new jobs in the visitor economy rising to 1620 by 2030*</li> <li>1000 freelance opportunities</li> <li>2000 trained volunteers</li> <li>150 internships/work-placements for students and young people</li> <li>400 participation and engagement opportunities for young people incl NEETs</li> <li>100 apprenticeships/accredited training opportunities</li> <li>50 entry-level opportunities for young people via education programmes and</li> </ul>	<p>Increased employment in creative and cultural sectors.</p> <p>Increased visitors to West Yorkshire</p> <p>Enhanced diversity of the workforce</p> <p>Enhanced participation in cultural activities particularly amongst deprived communities</p> <p>Health / wellbeing impacts.</p>	Leeds CC will provide some match funding. LEEDS 2023 have already leveraged significant additional investment including from Arts Council England, National Heritage Lottery Fund and from various Trusts and the Private Sector.	<p>Leeds Year of Culture is integral to the cities Culture Strategy and will play a critical role in building capacity across culture in the city creating a long lasting legacy. Leeds City Council will align their culture grants programmes in 2023 and beyond to ensure that legacy and will work actively to increase investment in culture.</p> <p>Leeds 2023 are also partnering with Bradford 2025 and other partners across West Yorkshire and will ensure that the overall capacity of the</p>

			partnerships *BOP Analysis for LEEDS 2023 March 2021 based on a £20m programme.			sector in the region is increased as a result.
<b>Wakefield</b>	Wakefield Year of Culture: Development of the programme leading to 2024.	<b>Consultancy Support: £52.5k</b> for 22/23 to provide enhancements to the proposed programme, including support to draw in private sector sponsorship and improve arts engagement with the community.	Development and delivery of the Year of Culture programme which is due to run in 2024. This flexible allocation will support activities which enhance the current core programme.	No. people engaging with creative and cultural activities  Enhanced participation in cultural activities particularly amongst deprived communities	Wakefield Year of Culture: This 'flex proposal' will only be drawn on subject to underspend in the other proposals. It will part-fund planned activity in the Year of Culture development programme. The core programme will be funded by WMDC.	This will provide additional capacity to enhance or accelerate existing activity planned as part of Wakefield's Year of Culture in 2024, which derived from the unsuccessful City of Culture bid in 2021.
	Cultural Sector and Creative Industries Needs Analysis: Contribution to a joint commission between all WY authorities.	<b>Consultancy Support: £20k</b> for 22/23.	The commission will seek to: <ul style="list-style-type: none"> <li>determine priorities for pipeline development</li> <li>establish baseline data for use in funding bids</li> </ul> Develop a framework to evaluate and demonstrate the impact of cultural and creative industries projects.	No. people engaging with creative and cultural activities  Enhanced participation in cultural activities particularly amongst deprived communities		
<b>WYCA</b>	<p>Previous funding secured via Pledge Development Funding £0.5m to work in partnership with LAs. However, some of this used for direct delivery. Co-production of pipeline with Districts through Culture Leads.</p> <p>To improve capacity across the CA and LAs to</p> <p>(i) enhance business cases from LAs to bid for external funds for culture.</p> <p>(ii) understand trends in the culture economy and participation (e.g., survey work), (ii)</p>	<p>1 x <b>Senior Evaluation Officer K grade</b> £54,328 per year for 3 years</p> <p><b>Total : £163,000</b></p>	An improved regional proposition to attract external funding on culture. A credible evidence base to assess performance and cultural initiatives. Annual surveys produced, first in 2023 to inform further development and profile raising.	<p>No. people engaging with creative and cultural activities</p> <p>No. people from deprived communities benefiting from support</p> <p>Enhanced participation in cultural activities particularly amongst deprived communities</p> <p>Number of businesses in the cultural sector</p> <p>Number of jobs in the cultural sector</p>	100% Funding	Devt pledge funding – support PM Culture and immediate mayoral priorities - supports broader work and agreement between culture leads. Work will ensure consistent across the region allowing better prioritisation of resources and improving the quality of bids.



Partner Name	ALL IPs					
	Strategic Need	Funding Required	Deliverables	Outcomes Targeted	Additionality Linked to Funding	Complementary Work
Kirklees	There is a requirement for a shared resource to support the Council's future project pipeline. Covering both capital and revenue-based programmes and projects, this will focus on additional resource for business case development and bid writing, supporting activity across the other elements set out in this submission.	<b>2x GR 12 Business Case Managers-</b> 2 FT to Mar 2025 recruitment by Aug 22 - over 2.5 years Total <b>£249,295</b>  The postholders will have specialist technical knowledge and skills in relation to business case development, including the five-case model, and in bid writing, for both capital and revenue projects	Successfully develop business cases through the WYCA assurance framework and Kirklees Council governance processes by 23/24  Secure significant increase in external funding by 24/25	As this is a central and shared resource to support business case development across all investment priorities it is expected this investment would impact all outcomes.		

Cross Cutting Themes

Partner Name	Climate and Environment	Inclusive Growth	Tackling Inequalities and supporting Diversity
Bradford	<p>Bradford Council and its partners are progressing the adopted District Plan that is driving forward a more sustainable and inclusive District, one that works for everyone. Through Covid-19 economic recovery and more integrated regeneration aims, Bradford District is accelerating it's ambition as the UK's leading clean growth city district. Bradford District is committed to support a circular economy and a just transition.</p> <p>Climate challenges, including flood risk and wider impacts of 2-4C scenarios to be addressed in transitioning to operate within planetary boundaries.</p> <p>Bradford Council has declared a Climate Emergency and is working towards the alignment of all key strategic work to deliver on carbon reduction commitments. The Clean Growth Strategy is being prepared to assist in co-ordinating sustainable projects and programmes and provide an additional platform for inward investment. Additionally, the Council has prepared an integrated and fully funded Clean Air Plan that is seeing significant reduction in all road transport emissions to improve air quality health and reduce greenhouse gas emissions, culminating in the introduction of a Clean Air Zone in Spring 2022. Plans for environmental improvement support better transport and an increase in skilled, Clean Growth jobs</p>	<p>Bradford Council is committed to ensuring everyone can contribute to and benefit from economic development. In this Bradford will build a more prosperous, fairer and cohesive district.</p> <p>The pandemic has highlighted the issues of social inequality which some communities in the district face and has had a disproportionate impact on the most disadvantaged residents, including those living in poverty, people from BAME communities, people with disabilities, women, migrants and the elderly. These impacts have undermined progress towards the ambition for the District and exposed and amplified many of the longstanding challenges such as high youth unemployment and low social mobility. With more than 25% of the population under 18, and over 330,000 people of working age, there is a need to prioritise upskilling.</p>	<p>Bradford Council approved its new Equality Plan in December 2021. It reflects that creating a successful inclusive place means recognising that inequality is complex and there are other causes of inequality and exclusion than just those characteristics protected by law. In addition to these characteristics, Bradford has a locally agreed characteristic of low income. This recognises the often-devastating impact on people's health, lifespans, choices and opportunities that poverty brings. The plan puts promoting diversity, preventing inequality and tackling discrimination at the heart of everything Bradford do. The approach also considers the part played in tackling inequality across the wider partnerships Bradford operates in. Under the Wellbeing Board, the District's new cross partnership, multi-agency, equality group, will work to promote an equal and inclusive approach across all sectors and the whole of the District. Projects and programmes developed using this funding will be rigorously assessed for their equality impact to ensure they support the Council and District's equality priorities.</p> <p>Bradford District Council needs to closely represent the communities it serves. The district is one of the most diverse areas in the country with a high proportion of individuals from a BAME background. It is important labour market disadvantage is addressed as figures for Bradford show the employment rate for BAME work age people over the year to December 2020 was 54.2% compared to the overall rate of 70.4% with the rate for white workers was 75.5%. The disparity is particularly wide for women with the employment rate for BAME work age women standing at 39.6% in 2020 compared to a rate of 72.4% for white work age women.</p> <p>Covid-19 has also highlighted the importance of good health and social care and the economic benefits of good health are now better recognised.</p>
Calderdale	<p>As well as a direct focus on addressing the climate emergency, the work around sustainable and affordable housing development will reflect the commitment to building homes that assist in creating sustainable neighbourhoods, and strive for best practice in design terms.</p> <p>Focus on green and digital skills will also contribute.</p>	<p>Direct focus on inclusive and circular economy project and programme development as well as drawing learning from approaches to leveraging in more social value from public spend.</p>	<p>All programmes will directly address impact across protected characteristic groups. Skills and business facing work will specifically consider appropriate foci on age and ethnicity. Climate emergency and housing work will address wider factors around poverty and consider how to support a just transition. Culture and creative industries activity will ensure inclusion across the diverse communities and maximise the benefits of that diversity.</p>
Kirklees	<p>Contribution to the climate emergency is a key consideration in the submission. P4 makes up 25% of the overall ask (the highest of any priority area) and it is anticipated that measures to seize the opportunities of a just transition to a low carbon economy are focus of the other priorities too e.g. helping SMEs transition to the low carbon economy, upskilling for green jobs, low carbon infrastructure and active travel.</p>	<p>The focus of the additional capacity being sought will be to take forward elements of the Kirklees Inclusive Economy strategy. Inclusive growth is embedded as a key Council priority so any business case and activity stemming from this resource request will be guided by that principle, with activity focussed on measures that can make the biggest contribution to inclusive growth. Social Value will be an integral consideration seeking to drive benefits in employment and skills, supply chain opportunities for local SMEs, community organisations and the environment with emphasis on places and communities of greatest need.</p>	<p>EDI forms an essential component of the integrated impact assessments which form part of the project development and business case preparation processes. The resource being requested is either to develop local projects (e.g. place making, housing development, transport) that will have EDI and inclusion as core objectives or to provide additional capacity to add value locally to pan WY initiatives (e.g. business support and skills), including ensuring EDI outcomes.</p>

181	<b>Leeds</b>	Statement from Leeds 2023: ‘LEEDS 2023 and the National Youth Theatre (NYT) will mount a large-scale, visually stunning and world class live performance involving hundreds of young people. A massive youth-led creative project MELT will be the culmination of a multi-year environmental epic in response to the climate crisis. The project will be used to galvanise West Yorkshire’s youth theatres and give them an opportunity to work together at an unheard-of scale; an opportunity Leeds City Council know they are actively seeking’.	Leeds City Council will work hand in hand with Leeds 2023 on their employment and skills workstream ensuring that those who are furthest from the labour market get access to jobs in the creative industries and cultural sector. This will create a long-lasting legacy through this partnership.	Statement from Leeds 2023 reports they will be given a platform to hidden voices, unearthing the extraordinary people of the region and their stories; will boost opportunities for people to access and participate in cultural experiences especially among those who feel excluded; will bolster the cultural education for children and skills of young people; will push aside inequalities and commission artists who are hidden from the limelight because of their race/gender/health/age; will forge international partnerships that bring new world-class work to the city and region; and seed ideas and collaborations that will flourish long after the year has concluded’.
		Provision of good quality affordable homes to planning standards as a minimum (noting that Leeds LPA standards are an enhancement on the national prescribed standards). Direct delivery to date has delivered in excess of these measures and Leeds has a pledge not to install gas heating to any new properties which it direct delivers which is in advance of the 2025 national timescale. <ul style="list-style-type: none"> <li>• Warm, healthy, affordable, and low carbon homes</li> <li>• Reduction in the proportion of households in fuel poverty, improving the living standards of residents.</li> </ul>	Good quality affordable and accessible housing right across the city is the foundation of being able to live safe and independent lives. A shortage of such, as is seen across the city, means that people are not reaching their potential and this directly compromised living standards, health, and education attainment. All work delivered will be in line with the LCC standards and policies on inclusive growth.	The proposal is to accelerate the delivery of affordable homes in the city and increase the average number of affordable homes per annum through a series of targeted interventions aligning and supporting delivery partners and registered providers and through a series of targeted programmes to understand and therefore unlock complex delivery challenges on stalled and underutilised sites, so these are funding ready. All affordable homes delivered will meet design standards for accessible housing and in provided affordable good quality housing for all will address tenure and typology housing issues and ensure everyone can access this basic right of good quality homes.
	<b>Wakefield</b>	Wakefield MDC has declared a climate emergency which sets out the aim to become a carbon neutral organisation by 2030. A key element of this will be the adoption of a new Transport Strategy in 2022 which will seek to prioritise projects and initiatives which encourage modal shift and the decarbonisation of the key and strategic route network. The proposal to develop a business case for a hydrogen refuelling facility on the strategic road network (M1/M62) will sit at the heart of West Yorkshire and could provide a critical facility in helping to decarbonise the wider WY transport network.	Wakefield MDC have recently committed to develop and pilot a new approach to economic development, which focussed on economic wellbeing. This builds on existing commitments in the Economic Strategy which has inclusive growth at its heart. A critical element of creating an inclusive economy which supports the wellbeing of its residents, is improved access to opportunities and services. As such, projects developed as part of this capacity funding will aim to bring forward key transport and infrastructure initiatives which will be focussed on achieving these objectives.	All projects and programmes developed using the capacity funding, will have an associated equalities impact assessment to ensure requirements around diversity and inclusivity are embedded. As outlined above, the emerging economic wellbeing work will also seek to tackle underlying inequalities and support diversity.
	<b>WYCA</b>	The pathways work and subsequent Carbon and Environment Action Plan sets out the approach for the next three years to achieve net zero by 2028 as well as tackle the environment and sustainability crisis. The capacity funding in IP4 is to support the delivery of that.  IP2 capacity for the skills and employment work has a clear focus on the transition the economy needs to make to net zero – this will be shaped by a Green Jobs taskforce.  IP3 capacity will create better designed places to reduce carbon emissions by increasing walking and cycling, improving building energy efficiency, and promoting green infrastructure. It will also reduce flooding events being caused more often by climate change and will do so in such a way that can also reduce carbon emissions through natural management techniques, and it will support more ways for people and businesses to work without needing to travel.  Work to promote and enhance the cultural and creative industries will need to take into account how this can be done sustainably, building on best practice.	IP2 work on employment focusses on how to support disadvantaged or underrepresented communities. E.g., Young people were disproportionately affected by unemployment during the pandemic so focus on NEETs and youth unemployment.  IP3 has a spatial delivery element and will therefore specially target areas of disadvantage and will use the needs assessment once agreed to do this.  Housing is key to inclusive growth. High housing and rent costs, have reinforced inequality between households who rent and those who own their home outright. Housing is also the main driver of wealth accumulation and biggest source of debt among most households. More broadly, living in good quality housing and a safe, well-designed neighbourhood improves life chances in terms of health, employment, and educational outcomes. Ensuring new affordable homes are built to high energy efficiency standards helps reduce the heating costs, mitigating rising energy costs and reducing the incidence of fuel poverty. Furthermore, ensuring homes are built in sustainable, well-connected locations ensure families can access work and social opportunities, improving work and wellbeing outcomes.  Between IP3 and IP4, the delivery of the Carbon and Environment Action Plan through IP4 is all about a ‘just transition’ to net zero. For example, around 169,000 households in West Yorkshire (17% of all households) are in fuel poverty and will be a priority for funding for retrofitting, and around 4% of residential properties fall within a flood zone, rising to more than 6% in Calderdale. Also access to nature and green spaces by communities and particular groups is low. This capacity funding will help us develop programmes to address this and measure impact.  There are challenges for inclusivity (and this applies to equality and diversity below too) in both participation and in access to careers and employment opportunities in the creative and cultural sectors. The work through IP6 will at the look at the challenges and barriers that exist in these sectors, and how particular groups could be supported	All business cases/ schemes developed will consider and demonstrate the impact on the Equality Act 2010 Protected Characteristics. Design of the programmes across business, skills and employment will consider how they actively engage with diverse groups and include targeted activity for engagement for example with BAME individuals, women, people with disabilities from the across the region and groups that are the most disadvantaged in the labour market and in specific sectors.  Work to design place-based interventions will also consider how to positively improve the outcomes for specific groups, for example through targeting specific areas of the community and through good quality design. The Dementia Ready Housing Taskforce and the proposed design guidance on parks that address the concerns of women and girls are two examples of specific workstreams that will address inequalities of access to public space. Improving access to Superfast Broadband and Full Fibre will also reduce inequalities and enable those who are less mobile to work from home.  This capacity funding will also help support the ability to do this through an improved evidence base around diversity and equality where there are gaps. For example, to improve the regional level evidence base on participation and inclusion in culture.  Every business case will have to undertake an Equality Impact Assessment to understand – and address – any potential negative impact. Where appropriate consultation will also be undertaken with staff networks.

Gainshare Capacity Funding										
Partner	IP1	IP2	IP3	IP4	IP5	IP6		Total	%	FTE
Bradford	£ 280,000.00	£ 150,000.00	£ 1,060,000.00	£ 100,000.00	£ 200,000.00	£ 100,000.00	£ -	£ 1,890,000.00	17%	5
Calderdale	£ 186,000.00	£ 220,000.00	£ 837,000.00	£ 461,000.00	£ -	£ 186,000.00	£ -	£ 1,890,000.00	17%	8
Kirklees	£ 124,647.00	£ 322,711.00	£ 148,387.00	£ 477,697.00	£ 402,616.00	£ 164,647.00	£ 249,295.00	£ 1,890,000.00	17%	13
Leeds	£ -	£ -	£ 1,257,000.00	£ -	£ -	£ 633,000.00	£ -	£ 1,890,000.00	17%	5
Wakefield	£ -	£ -	£ 888,000.00	£ 99,500.00	£ 830,000.00	£ 72,500.00	£ -	£ 1,890,000.00	17%	6
CA	£ -	£ 311,495.00	£ 899,343.00	£ 516,162.00	£ -	£ 163,000.00	£ -	£ 1,890,000.00	17%	12
TOTAL	£ 590,647.00	£ 1,004,206.00	£ 5,089,730.00	£ 1,654,359.00	£ 1,432,616.00	£ 1,319,147.00	£ 249,295.00	£ 11,340,000.00	-	49
% of Funding	5%	9%	45%	15%	13%	12%	2%	98%	100%	-

Scheme Summary	
Project Title	Gainshare Capacity Funding
Date of Business Justification Submission	11 February 2022
Scheme Location / Address	West Yorkshire
Applicant Organisation	West Yorkshire Combined Authority
Type of Organisation	Local Authority
Other Delivery Partners and Roles	Bradford Council – Delivery partner Calderdale Council – Delivery partner Kirklees Council – Delivery partner Leeds City Council – Delivery partner Wakefield Council – Delivery partner
Main Funding Programme	Single Investment Fund
Sub Funding Programme (if applicable)	Gainshare
Project cost stated at Activity 1	Not applicable
Development cost allocated at Activity 1	Not applicable
Funding Applied from the Combined Authority	£11,400,000
Other public sector funding amounts and sources	It is expected that Council Services may add their own resources to the £1,890,000 they are requesting, as required, and where further need has been identified. However, at this stage it is not possible to quantify what this will equate to over the three-year delivery period.
Private sector funding amounts and sources	Not applicable
Percentage split of cost for all funding sources	Not applicable

## Scheme Description

Capacity funding for the Combined Authority and Local Authorities to support capacity issues and enable pipeline development work to be undertaken, against the West Yorkshire Investment strategy six Investment Priorities. The scheme will be funded from the Single Investment Fund (SIF).

The scheme will allow for the capacity of the five Local Authorities and Combined Authority to be increased and enhanced at speed to allow swift recruitment to the new posts and funding to undertake some of the other complimentary workstreams including the development, planning, modelling and design of wider area interventions to unlock development sites, the promotion of cycling and walking and a shift from private cars to sustainable transport (bus, train, cycling and walking) public transport.

## Business Case Summary

### Strategic Case

The capacity funding is across all six investment priority (IP) areas set out in the WYIS, with each IP having a number of identified priority project / programme areas that are the focus for intervention over the next three years. It is intended over the medium term, that a pipeline of overarching programmes / projects for each investment priority will be developed across the region.

Each Local Authority and the Combined Authority has provided details of how they would use their share of the £11,400,000 over the three-year period and demonstrates how the funding will contribute to progressing each of the Investment Priorities of the WYIS, ensuring that it is complimentary to existing programmes, strategies, existing resources and adds value.

As the capacity funding supports all six IPs it also supports the majority of the Mayor's pledges:

- Create 1,000 well paid, skilled jobs for young people
- Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work
- Support local businesses and be a champion for our regional economy
- Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy
- Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all
- Put keeping women and girls safe at the heart of my policing plan
- Build 5000 sustainable homes including council houses and affordable homes
- Tackle the climate emergency and protect our environment.

The capacity funding supports IP4 – Tackling the Climate Emergency and is at the heart of the SIF and WYIS as a key investment priority and the Local Authorities and Combined Authority have considered and will continue to consider climate impacts.

Inclusive growth is also core within the Investment Priorities of the West Yorkshire Investment Strategy to ensure everyone benefits from the investments made across the region. As such, the schemes brought forward will be assessed to ensure they have considered the inclusive growth implications.

Reducing inequality is a cross cutting theme within the Investment Priorities of the WYIS to ensure that investments made across the region support equality and Diversity. The Local Authorities and Combined Authority have considered how they intend to use their share of the capacity funding to reduce inequality.

## Economic Case

Three options have been considered as part of the economic case. The preferred option is to radically improve capacity resources by increasing staffing in house as well as draw on external support as required which:

- Allows for the capacity of the five Local Authorities and Combined Authority to be increased and enhanced at speed to allow swift recruitment to the new posts and funding to undertake some of the other complimentary workstreams including the development, planning, modelling and design of wider area interventions to unlock development sites e.g., for affordable housing and/or commercial use including the promotion of cycling and walking (active travel), mode shift from private car to sustainable transport (bus, train, cycling and walking) and public transport integration helping to address the climate emergency and reduce inequalities.
- Helps strengthen strategic relationships with key stakeholders – including partnership work between the local authority partners and the Combined Authority to enhance strategy and policy development, fund additional technical consultancy, for example, to support design, planning applications and procurement of key infrastructure, as required.
- Helps improve local and regional propositions to attract external funding, which will allow for a comprehensive pipeline of projects in each Investment Priority to be developed and allow for all partners to be prepared with ready to go projects as and when funding opportunities arise.

## Commercial Case

The proposed programme will result in the five Local Authorities and the Combined Authority producing pipelines of projects that will be ready for funding opportunities when they arise. It will also allow for better produced business cases which will meet market demand more effectively and that use the Single Investment Fund more efficiently.

## Financial Case

The total ask is for £11,400,000, which is to be split between the five Local Authorities and the Combined Authority. The total was approved in principle by the Combined Authority on 3 February 2022. It was also agreed in principle that this amount is to be spent over the period 2022-23 – 2024-25 and is intended to be able to be used flexibly by the Authorities over this period.

## Management Case

The programme will be governed through bi-annual status reports to the West Yorkshire Political Leadership Group, which is made up of the five West Yorkshire Council Leaders and the Mayor of West Yorkshire. In addition to this, an annual progress report will be presented to the Combined Authority to demonstrate the progress in supporting the delivery of the WYIS.

The Local Authorities and the Combined Authority have their own project management arrangements to manage the funding.

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## Section A: Scheme Summary

<b>Name of Scheme:</b>	<b>West Yorkshire City Region Sustainable Transport Settlement 2022-2027 (CRSTS Programme)</b>
<b>Location of Scheme:</b>	West Yorkshire
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	City Region Sustainable Transport Settlement – grant
<b>Approvals to date:</b>	None.
<b>Forecasted Full Approval Date (Decision Point 5):</b>	April 2027
<b>Total Scheme Cost (£):</b>	£1,232,000,000
<b>Combined Authority Funding (£):</b>	£830,000,000 (total value of CRSTS funding) £292,751,000 of other funding from sources including other Combined Authority programmes, Network Rail and Towns Fund.
<b>Total other public sector investment (£):</b>	£7,420,000
<b>Total other private sector investment (£):</b>	£11,810,853
<b>Is this a standalone Project?</b>	No
<b>Is this a Programme?</b>	Yes - CRSTS
<b>Is this Project part of an agreed Programme?</b>	Yes

<b>A.1</b>	<b>Scheme Description</b>
<p>The City Region Sustainable Transport Settlement (CRSTS) will enable delivery of an integrated and inclusive transport network developed by people in West Yorkshire, for people in West Yorkshire.</p> <p>The proposed programme builds on strong foundations of investment to date, and aims to continue delivering a more sustainable, safer, and decarbonised future across all modes of sustainable transport (including bus, mass transit, rail, cycling and walking) across the region. The programme aims to improve the reliability and convenience of buses, install future-proofed electric vehicle (EV) charging, deliver direct</p>	

cycle corridors, develop a new mass transit system that will link West Yorkshire's five districts to healthier and more liveable neighbourhoods and centres, and repair and redesign the local road network so that it better supports local walking journeys.

A.2	<b>Business Case Summary</b>
<b>Strategic Case</b>	
<p>The Combined Authority, together with partner councils, is proposing a transformative programme to support growth and productivity, enable modal shift from cars to sustainable transport (bus, mass transit, rail, cycling and walking) and decarbonisation whilst levelling up and unlocking economic growth and making places more accessible, especially for our most deprived communities. The programme will free buses from congestion by reallocating road space in parallel with junction improvements and repairing roads on bus routes. The programme will also improve rail station accessibility and begin to build a mass transit network that will redefine sustainable transport for the next generation.</p> <p>The programme is made up of a wide range of components, including the Transforming Cities Fund (TCF) programme (delivering bus, cycling, walking and rail improvements), new bus priority and cycle corridor schemes, rail improvements, integration and shared mobility measures, EV charging and development and initial development of a new mass transit system for the region. The CRSTS programme also includes general highways improvement programmes and road safety measures.</p> <p>The programme will contribute towards national CRSTS objectives and national bus and active travel strategy, as well as national and local decarbonisation strategies including the West Yorkshire Climate and Environment Plan.</p>	
<b>Economic Case</b>	
<p>The programme will deliver a series of interventions which will support improvements to the public transport network. Delivering infrastructure improvements designed to encourage more people to cycle, walk or use public transport will enable a series of health, clean growth, and inclusive growth benefits to be realised.</p> <p>The programme is assessed as offering “High” value for money following a qualitative and quantitative assessment (excluding the mass transit package which will be subject to separate value for money assessments).</p>	
<b>Commercial Case</b>	
<p>This programme was developed in partnership with partner councils with deliverability of the schemes included, being a core factor. The business case is supported by West Yorkshire Leaders who expressed their support for the schemes being delivered.</p>	
<b>Financial Case</b>	
<p>The total programme value, including all funding sources is £1,232,000,000, supported with £830,000,000 of CRSTS funding and funding from other programmes, for example TCF and Gainshare, West Yorkshire plus Transport Fund, Local Transport Plan - Integrated Transport Block Programme, and public and private sector contributions.</p> <p>The main funding source for the programme is CRSTS capital funding from central government. Confirmation of final CRSTS funding allocated is expected in spring 2022.</p>	
<b>Management Case</b>	

The programme will be managed by the Combined Authority and includes 61 schemes which will be delivered by the Combined Authority and partner councils. This will build on activity that is currently being delivered.

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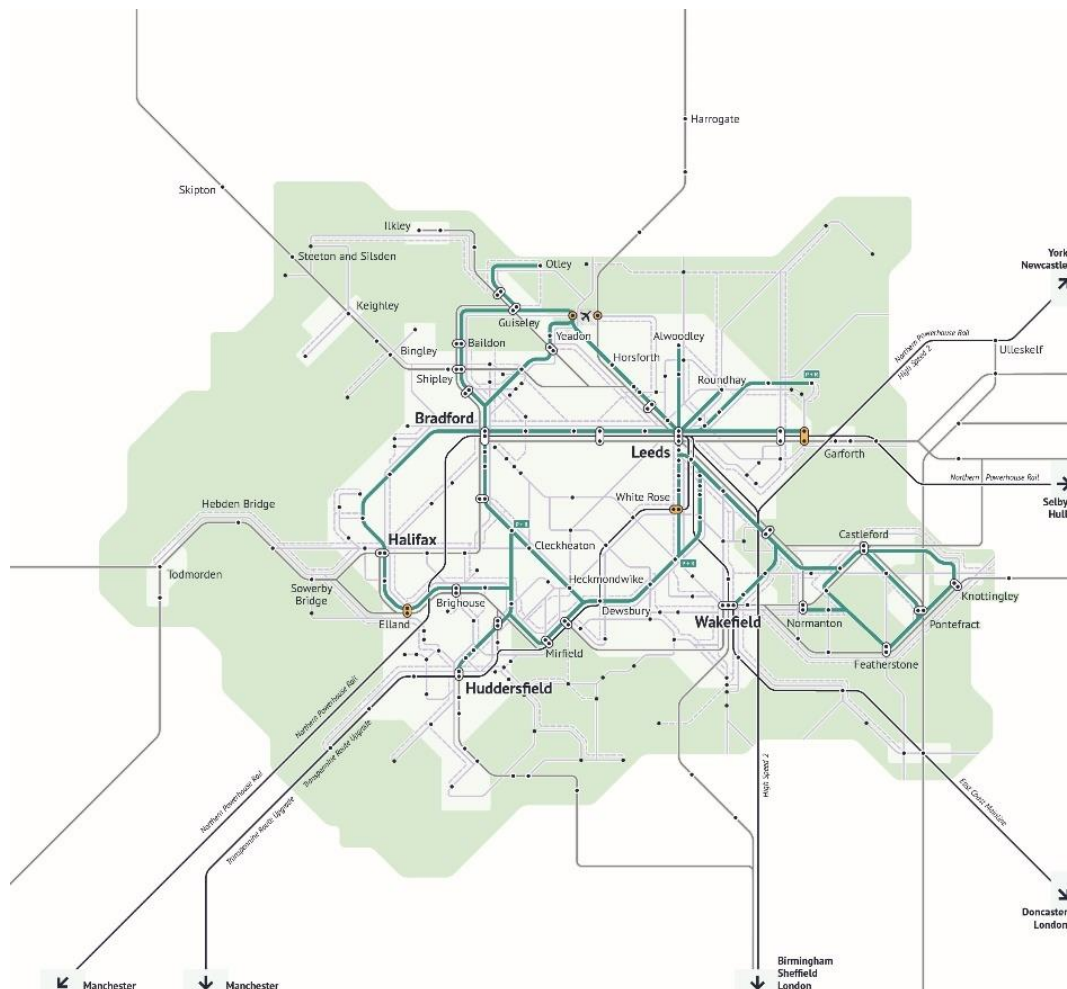
Section A: Scheme Summary	
Name of Scheme:	West Yorkshire Mass Transit
Location of Scheme:	All West Yorkshire Districts
Lead Organisation:	West Yorkshire Combined Authority
Applicable Funding Stream(s) – Grant or Loan:	West Yorkshire + Transport Fund (Transformational Fund) - Grant
Growth Fund Priority Area (if applicable):	Not applicable
Combined Authority approvals to date:	Strategic Assessment approved by Combined Authority July 2020.
Forecasted Full Approval Date (Decision Point 5):	To be confirmed (TBC)
Forecasted Completion Date (Decision Point 6):	TBC
Total Scheme Cost for the preferred way forward (£):	Not known at this stage but £200,000,000 has been made available through the City Region Sustainable Transport Settlement (CRSTS) to develop the mass transit programme. Delivery of individual mass transit projects is subject to further funding.
WYCA Funding (£):	£202,041,000 - West Yorkshire plus Transport Fund (Transformational Fund).
Total other public sector investment (£):	To be determined
Total other private sector investment (£):	Not applicable

Is this a standalone Project?	No
Is this a Programme?	Yes
Is this Project part of an agreed Programme?	Not applicable

A.1	Scheme Description
<p>The West Yorkshire Combined Authority in collaboration with partner councils are developing a mass transit system which will offer a new public transport option and an attractive alternative to car travel.</p> <p>The plan sets out a bold and ambitious plan for a new form of transport for West Yorkshire. Alongside cycling and walking, and bus and rail, Mass Transit will be essential in helping our communities thrive and the economy to flourish, bringing people and places closer together.</p>	

A Mass Transit system would serve an intermediate function in terms of the range of connectivity offered by public transport, in a way that is complementary to intra-city region bus and rail services. It is not intended to provide either national / pan northern connectivity, or shorter distance connectivity at the local level.

Figure 1 – Initial Mass Transit Network Proposal



## A.2 Business Case Summary

### Strategic Case

West Yorkshire has a vision “to be recognised globally as a great place to live with a strong, successful economy where everyone can build businesses, careers and lives supported by a superb environment and world-class infrastructure”. An accessible, efficient, and reliable transport network is one way that this Vision can be achieved.

The Connectivity Infrastructure Plan sets out an ambitious forward pipeline of interventions which will be used to shape investment made through future funding opportunities and will help inform the Combined Authority’s policies and programmes. However, the plan recognises that together these priorities will not allow West Yorkshire’s and the Government’s objectives to be met. Integral therefore

to the Connectivity Infrastructure Plan is consideration of the potential role and function of Mass Transit in the City Region.

Five strategic outcomes (the Strategic Dimension), have been established that the Mass Transit network must meet, and demonstrate how it contributes to:

- A bigger, stronger and rebalanced economy.
- Sustainable development and regeneration of neighbourhoods, district centres, towns and cities.
- Delivery of new housing.
- Enhanced quality of life for West Yorkshire's residents and visitors.
- Low emission and low carbon future.

The Strategic Dimension establishes a need for a mass transit intervention in West Yorkshire, at a West Yorkshire wide level and for nine corridors that have been identified as potential "Areas of Transit Opportunity". Each corridor has been analysed to understand its socio-demographic, economic, environmental and transport challenges, which provides the evidence base which underpins the assessment of potential network options

### **Economic Case**

Mass Transit has the potential to have material beneficial impacts on West Yorkshire's economy, society and environment as a result of improved connectivity between the key places in West Yorkshire. Mass Transit will directly benefit users, as well as create opportunities to benefit users of other transport modes, and to West Yorkshire businesses. Mass Transit could also influence the scale and patterns of housing and employment generating development.

An initial assessment has been made of the benefit potential in each potential Transit corridor, to help inform how Transit proposals should be taken forward to the next stages of business case development, as well as help inform which potential Transit modes should be the focus of consideration in each Transit corridor.

### **Commercial Case**

At this Strategic Outline Case stage, the assumption is that the Mass Transit programme will be sponsored by West Yorkshire Combined Authority. The Combined Authority would manage the programme with in-house resources. Design and specialist technical support services would be procured through a combination of an appointed Design Development Partner and Business Case Partner and other procurements until at least completion of preliminary design.

The Combined Authority could then either procure both detailed design and construction through a single design and build contract or continue to procure detailed design through a re-tendered development partner before contracting delivery to a civil engineering contractor. In either case, the Combined Authority would adopt a traditional client-sponsor role.

It is currently expected that the Combined Authority would also directly procure the vehicles separately to civil engineering works to a specification determined jointly with the development partner.

What happens once the Mass Transit system is operational, in terms of assets, operation and maintenance will be tested at future business case stages.

### **Financial Case**

The Government has established the City Region Sustainable Transport Settlement (CRSTS) to provide funding to eight city regions for the five-year period from April 2022 to March 2027. The government intends that among other things the fund is used to: "to develop mass transit networks and sustainable transport options, open up new areas of the region for employment, leisure and housing, and create real innovation in transport to solve problems".

Subject to future spending reviews and the success of the first CRSTS programme, the government has indicated that there will be further multi-year settlements that will allow Combined Authorities to implement major capital programmes such as the Combined Authority's Mass Transit proposals.

the Government provisionally allocated the West Yorkshire Combined Authority £830,000,000 in its November 2021 Budget for the first CRSTS period. In January 2022, the Combined Authority made a further submission to Government setting out its proposals for how CRSTS will be used over its five-year life. In addition, as part of its Integrated Rail Plan, Government indicated that further funding would be made available to the Combined Authority to support the development and then early implementation stages of its Mass Transit Proposals.

### **Management Case**

A Programme Board, programme structures and governance arrangements have been established to allow the Mass Transit proposals to be progressed to the next stages of the business case cycle.

The governance structure has been developed to be appropriate to the current stage of the business case and the immediate activities that will be undertaken as the work transitions to Stage 2 (scheme development) of the Combined Authority's Assurance Framework process. It has also been designed to align with the default procurement approach set out in the Commercial Dimension.

This Strategic Outline Case is subject to the Combined Authority's Assurance Framework however because of the overall cost of the Mass Transit programme and that funding requirements go beyond the five-year CRSTS settlement funding period, the Department for Transport will approve future business cases.



Appendix 8 – Leeds E-Bike Share Maps

Figure 1 - Potential demand for e-bike hire

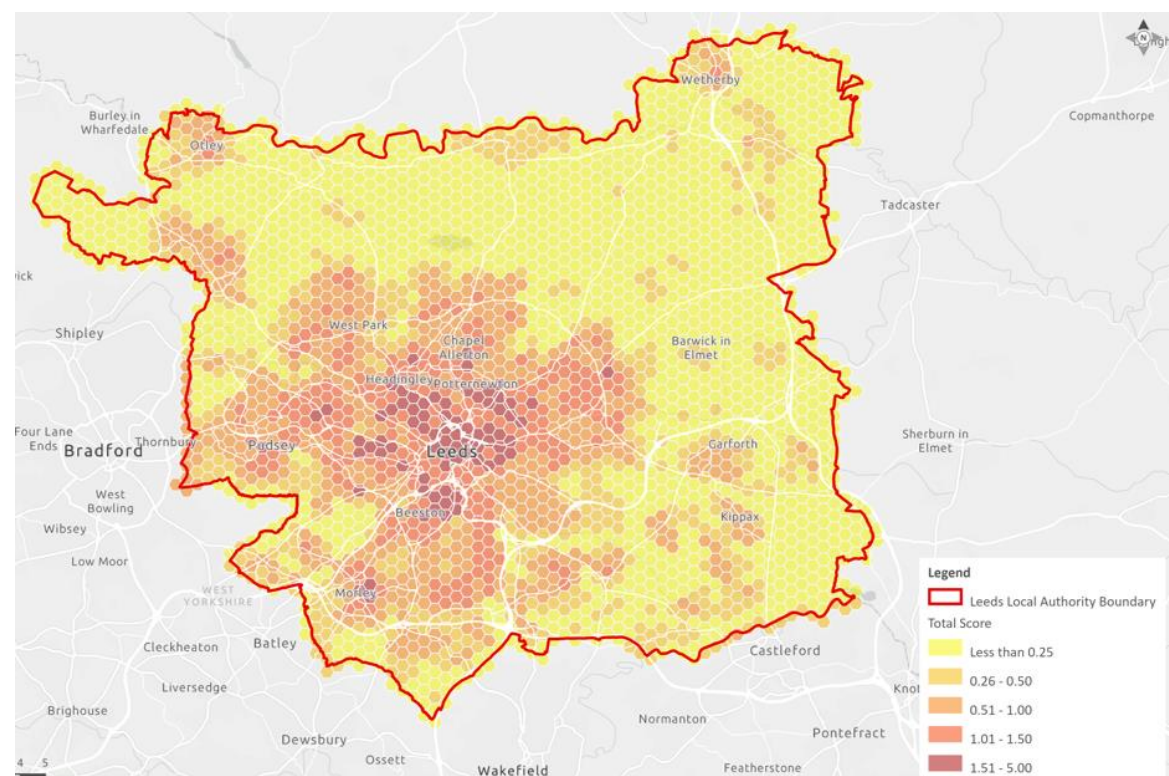
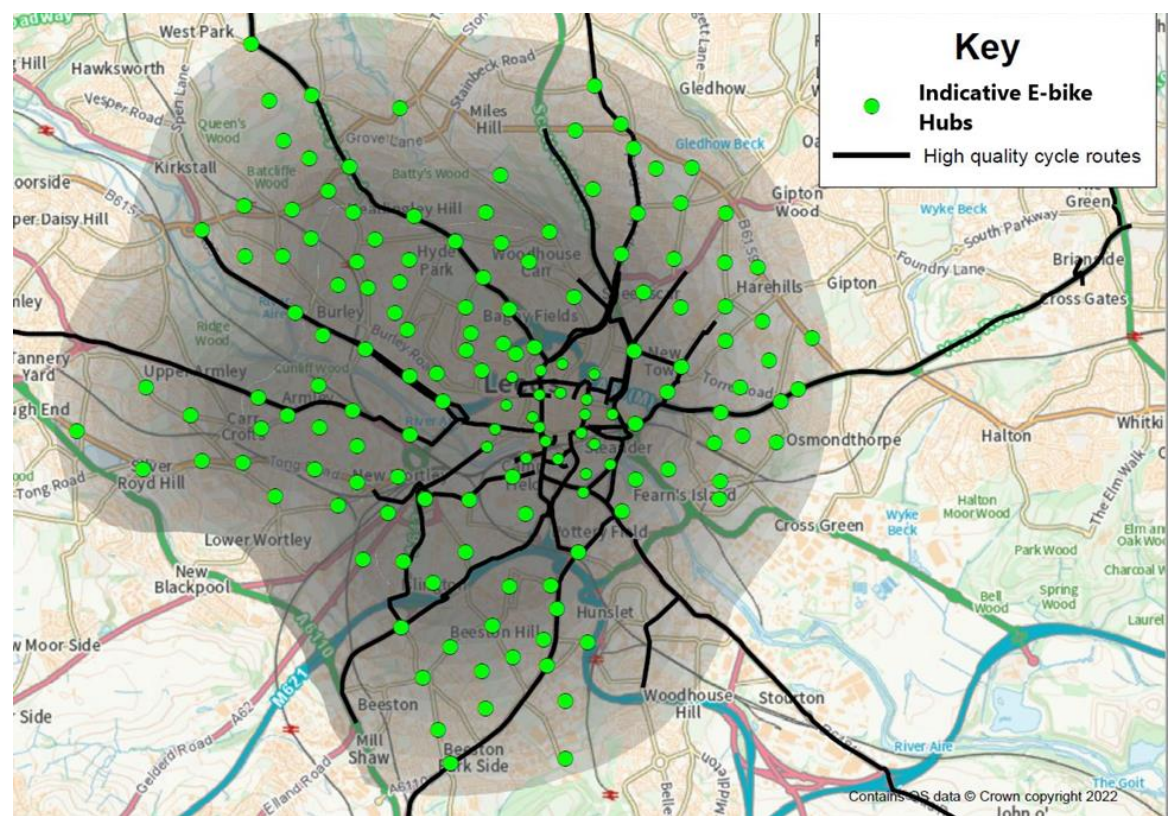


Figure 2 – Indicative location of e-bike hubs



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## Section A: Scheme Summary

<b>Name of Scheme:</b>	<b>Leeds Public E-Bike Share Scheme</b>
<b>Location of Scheme:</b>	<b>Leeds</b>
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Transforming Cities Fund (TCF) Carbon Mitigation Measures Fund - Grant
<b>Growth Fund Priority Area (if applicable):</b>	Not applicable
<b>Combined Authority approvals to date:</b>	Decision point 1 (Strategic Assessment) approval June 2020
<b>Forecasted Full Approval Date (Decision Point 5):</b>	August 2022
<b>Forecasted Completion Date (Decision Point 6):</b>	March 2023
<b>Total Scheme Cost for the preferred way forward (£):</b>	£2,394,178
<b>WYCA Funding (£):</b>	£2,000,000 TCF Carbon Mitigation Measures Fund
<b>Total other public sector investment (£):</b>	£0
<b>Total other private sector investment (£):</b>	£0

<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	No
<b>Is this Project part of an agreed Programme?</b>	Yes - Transforming Cities Fund – Places Programme

A.1	Scheme Description
<p>The is a public bike share scheme, which will provide a fleet of 633 shared electric bikes (e- bikes), 136 hubs / parking locations in Leeds, where the e-bikes will be hired from / returned to. The scheme will also provide the software for the bike hiring process and equipment for running the service including one service electric vehicle (EV), four e-cargo bikes and the necessary repair and maintenance tools. The e-bikes will be available 24 hours a day and bikes accessed via an app or in person at kiosks.</p> <p>The scheme will aim to improve the public's access to bikes at an affordable price and reduce short distance trips by car. By changing the public transport on offer, this will help to address transport</p>	

related emissions as a result of high levels of dependence on car travel, which is a key challenge facing Leeds.

The key benefits of the scheme will be increases in cycling and walking, with associated beneficial effects on health and wellbeing, promoting a move away from car travel, reduction in carbon emissions through reduced car trips and improved connectivity by complementing existing public transport services.

The scheme will also provide the software for the bike hiring process and equipment for running the service including one service electric vehicle (EV), four e-cargo bikes and the necessary repair and maintenance tools. The e-bikes will be available 24 hours a day and bikes accessed via an app or in person at kiosks.

Leeds City Council will own the e-bikes and infrastructure, but the scheme will be operated by an external operator. The e-bike tariffs will be set when the operator is appointed via the procurement process, but the aim is to keep prices competitive with public transport.

The scheme is funded via the Transforming Cities Fund (TCF) Carbon Mitigation Measures Fund and supports the TCF objectives to make sustainable travel the obvious choice and decarbonise the transport network. It also supports aspirations for a 300% increase in cycle use by 2030 and aims to maximise the use of the expanding cycle network within Leeds and normalise the use of bikes by improving access to them.

## A.2 Business Case Summary

### Strategic Case

The main objective of the scheme will be to improve the public's access to bikes / e-bikes at an affordable price, which will reduce short distance travel by private car.

There is a strong evidence base showing that bike share encourages people to take up cycling, supports a move away from using cars, improves air quality (through reduced car trips), promotes health and wellbeing, and complements public transport services.

The scheme has a good strategic fit with local and wider policy objectives including supporting the Mayor's pledge to tackle the climate emergency and protect our environment, and the Combined Authority's future mobility objective of *'a step change in mobility across the region that is firmly focussed on local needs, places and people providing benefits for all in our region, including the hardest to reach communities that could be left behind as technology moves forwards'*.

The scheme also supports the West Yorkshire Transport Strategy's interim target to increase the number of trips made by bicycle by 300 per cent by 2027, the Leeds Cycling Starts Here Strategy and the TCF objectives of making sustainable travel the obvious choice and decarbonising the transport network

The scheme will complement the existing and on-going investments in an expanded, segregated, and connected cycle network across Leeds, and is expected to accelerate the increase in the use of the network and will be a visible way to normalise cycling and make it more popular.

### Economic Case

A long list of options was assessed to help select a proposed scheme which fits with local travel needs and what is available on the market. The scheme operating area, type of bikes, parking and other factors were considered when deciding on the proposed scheme.

The scheme benefits include a move away from using motorised vehicles and facilitating new trips not possible with the current public transport system. This would save journey times, improve health, congestion, air quality and social mobility among other benefits.

### Commercial Case

Bike share projects have been operating successfully in the UK for several years and have been shown to lead to significant increases in bike use. However, there are examples of some projects (particularly small scale and fully commercial) which have not been successful.

Following an unsuccessful attempt to introduce a scheme in Leeds in 2019, a commercial operator will be secured to run the scheme under the direction of Leeds City Council. Leeds City Council has been in close contact with many commercial operators since 2019, and there is a high level of interest in operating an e-bike share project in the city.

Feedback from the 2019 procurement process identified that a partnership approach, with Leeds City Council injecting a capital sum up front for the purchase of infrastructure, would be attractive to the commercial sector, as it takes away the financial risk. The partnership approach will use private operators' expertise but allows Leeds City Council to have direct control over factors including location / coverage, tariffs, and the quality of service.

#### **Financial Case**

The scheme is seeking £2,000,000 TCF Carbon Mitigation Measures Fund Authority, to deliver an e-bike share scheme in Leeds. The scheme will provide a service that is highly visible, high quality and inclusive and the levels of demand anticipated and the expected user tariffs, would be enough to generate an operating surplus to reinvest in, and / or expand the scheme's coverage. However, if levels of demand are lower than expected, or take longer to build up, there are a range of realistic opportunities to manage any revenue gaps. The scheme will establish a revenue fund, with funding secured from a range of sources including sponsorship which could be used as a means of providing subsidy, or expansion. Formal commitments will be followed up following consideration and approval of the scheme's full business case.

#### **Management Case**

The Leeds City Council management board will oversee the operation of the scheme, so it achieves the desired outcomes, is financially sustainable and increases demand for cycling.

The board will work closely with the operator to effectively manage operations and performance. The operator will need to share information including number of users, performance, demand, and satisfaction levels to support the board's effective management of the scheme.

The board will have the ability to take the action needed to address any revenue gaps and will work collaboratively with the operator to promote e-bikes and increase demand. For example, the board will have the flexibility to adjust prices and hub-location.

The scheme will be delivered in parallel with the on-going expansion of the fully segregated cycle network, which is initially focused on the city centre and key routes.

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## Section A: Scheme Summary

<b>Name of Scheme:</b>	Business Productivity Programme
<b>Location of Scheme:</b>	Leeds City Region
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Single Investment Fund – Grant
<b>Growth Fund Priority Area (if applicable):</b>	Not applicable
<b>Combined Authority approvals to date:</b>	Decision point 1 (Strategic Assessment) approval 19 August 2021
<b>Forecasted Full Approval Date (Decision Point 4):</b>	17 March 2022
<b>Forecasted Completion Date (Decision Point 5):</b>	30 June 2023
<b>Total Scheme Cost for the preferred way forward (£):</b>	£4,500,000
<b>WYCA Funding (£):</b>	£4,500,000
<b>Total other public sector investment (£):</b>	£0
<b>Total other private sector investment (£):</b>	£0

<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	Yes
<b>Is this Project part of an agreed Programme?</b>	No

### A.1 Scheme Description

The proposed three-year programme aims to build on the two productivity pilots undertaken in 2019 and 2020 and will contribute towards narrowing the productivity gap between Leeds City Region and other parts of the United Kingdom, by focussing on increasing productivity at business level.

The Business Productivity Programme (BPP) aims to provide an integrated package of financial grants alongside specialist advisory support to SME's (open to all sectors but expected that engagement will

be high from the Manufacturing Sector and priority given to those with >50 employees) to boost productivity, upskill existing staff, create new jobs and contribute to Inclusive Growth.

The scheme is to be funded by Gainshare IP1 up until the end of June 2023, with the aim to then bid for UK Shared Prosperity Fund (SPF) monies to fund the remainder of the programme (up to end of March 2025) once there is more clarity on the criteria and application process for this funding stream.

The programme will help businesses to make effective plans for productivity improvements. Specialist advisory support will be available to businesses to diagnose and advise them on ways to effectively measure their productivity and where investments in new technologies might be required to speed up improvements.

Financial support of between £5,000 and £100,000 per business, will be available and will focus on supporting businesses which have clear strategic growth plans, which can demonstrate that the adoption of new technologies will lead to an increase in productivity, the upskilling of existing staff and/or the creation of new 'Good Jobs'.

Support will be available to SMEs (including co-operatives and social enterprises) with up to 100 employees. Priority will be given to businesses with less than 50 employees). The availability of financial support will accelerate and de-risk the adoption of this technology.

## A.2 Business Case Summary

### Strategic Case

The programme will provide an integrated package of specialist advisory and financial support to businesses, which responds directly to Investment Priority 1 of the West Yorkshire Investment Strategy (WYIS) in relation to Good Jobs and Resilient Businesses and will contribute to West Yorkshire's economic recovery. The programme seeks to address the business behaviours and productivity challenges which contribute to West Yorkshire businesses performing below the UK average.

Productivity is complex and is influenced by many factors, therefore SMEs do not always have the right information or access to expertise, to take the right steps to improve their productivity. The programme aims to provide SMEs with the information needed to help improve their productivity, rather than taking action which may not be right for their business or deciding to do nothing at all.

When a business knows what it needs to do to improve its productivity, providers of finance find it difficult to assess and therefore offer appropriate funding, thereby constraining potential productivity improvements. The programme seeks to address this issue by providing access to capital grants that can de-risk investments for other financial providers.

Both SMEs and finance providers can undervalue the wider impact of investing in productivity, which includes boosting innovation, raising skill levels, increasing employment, and contributing to improved living standards. The programme looks to address this issue through the provision of grant support that can realise benefits for supported businesses.

Job creation, upskilling, and safeguarding is also identified as a key challenge within the WYIS Investment Priority 1, and the programme is intending to deliver key outputs including jobs paying the Real Living Wage or above.

The programme also aligns with and / or contributes to several of the Mayor's priorities:

- Support local businesses and be a champion for our regional economy.
- Create 1,000 well paid, skilled jobs for young people.
- Tackle the climate emergency and protect our environment.
- Prioritise skills and training so everyone in West Yorkshire has the skills they need to secure work.

The programme will support investment in innovative technologies which will replace older technologies that use more energy and create more waste. A key part of the project appraisal will be to consider the environmental implications of the proposed investments. Projects that have a negative environmental



impact will not be supported through the programme, and those that will deliver positive environmental impacts will be prioritised.

It is proposed that all businesses accessing grant support through the programme will be supported to undertake inclusive growth commitments, for the benefit of their employees and / or the local community.

The programme will aim to support businesses in West Yorkshire's most deprived communities, and support businesses owned by people from under-represented groups, including women and those from different ethnic minority backgrounds. All businesses will be asked to complete Equality, Diversity and Inclusion monitoring information, including the gender and ethnicity of business owners, which will be used to actively market the programme to groups where there is low take up.

### **Economic Case**

There is robust evidence that the provision of grant funding to SMEs for capital related investments has strong links to job creation and economic growth. Evidence from the Combined Authority's Business Growth Programme (BGP) evaluation (2015 - 2019) indicates that 6,225 actual and contracted gross new jobs were created for public sector investment of just over £34,000,000 during the period. and an increase in Gross Value Added of £238,000,000. This highlights the opportunity of a scheme supporting capital investments in businesses to result in further job creation as well as safeguarding and upskilling. Similarly, the 2021 independent impact evaluation of the Growth Deal (of which the BGP was a part) identified support provided to businesses as delivering significant numbers of net additional jobs and stimulating additional private sector investment totalling £357,000,000, with total capital investment reaching £445,000,000.

The programme would deliver numerous short to longer term outcomes, including creating new job opportunities and upskilling existing staff; increased output per hour worked (productivity); increasing productivity, which would contribute towards narrowing the gap between the City Region and the rest of the UK and support the move to a low carbon economy, through adoption of new technologies and a reduction in waste. The programme also has the potential to identify and implement new, effective and meaningful ways for SMEs to measure productivity at business level.

Analysis of businesses that have engaged with business support provision via the LEP from April to September 2021 shows that 33% were from areas in the 20% most deprived areas in the UK based on the Index of Multiple Deprivation. The figures for some programmes (including the BGP) were even higher at circa 40%. Deprivation and business engagement data by district shows further differences with 55% of businesses supported in Bradford being from the 20% most deprived areas nationally. Figures in Kirklees and Calderdale were at 42% and 45% respectively.

With a high proportion (over 75%) of supported businesses through the BPP expected to be from the manufacturing sector, their typical geographical distribution on business parks and in lower income areas, will mean that disadvantaged communities will proportionately see more benefit than those in less deprived areas.

### **Commercial Case**

The need for SMEs to be supported with productivity improvements, growth, upskilling and access to finance in the Leeds City Region is evident from both the continued low levels of business productivity in the region and by the ongoing high demand for support with capital expenditure investments linked to wider improvement plans for businesses. This demonstrates that the activity to be delivered via this programme requires public sector investment and is not an area that the private commercial sector, or indeed third sector, can or will invest in without some degree of public subsidy. This is because the potential beneficiaries are not in a position to contribute financially to the degree needed to overhaul productivity and invest in new cleaner technologies which obviously adds to the commercial case for public intervention. In other words, although there is a demand for productivity, financial and growth support services, there is a lack of support available without programmes such as this one.

The programme will be delivered by a mix of public and private sector organisations. Those elements that are most suited to delivery by the private or third sector will be openly procured in accordance with the Combined Authority's procurement policy. Value for money will be a key consideration in the procurement of all delivery partners and activities. The Combined Authority will procure, and contract manage the grant applications, funding agreements and monitoring of projects through site visits and regular scheduled contact with the SMEs.

A further key consideration is that the available funding is allocated to directly support SME's financially to improve productivity and increase good growth and upskilling. There is also added value beyond the contracted outputs which assist in driving the commercial case e.g., Environmental benefits associated with adoption of the latest, more efficient, technologies; create/upskill a minimum of 1,500 'Good Jobs' and disadvantaged communities will proportionately see more benefit than those in less deprived areas.

Through the programme, the overhead/management/delivery costs within the CA will be kept to within 10% of the overall budget.

### **Financial Case**

The forecasted total scheme costs are £4,500,000. The request of Combined Authority contribution to the total scheme costs at this decision point is £4,500,000 allocated from Gainshare. This £4,500,000 is to get the programme up and running and to cover costs until June 2023, at which point, the programme will bid for UK Shared Prosperity Fund (SPF) monies to fund the remainder of the programme.

The funding profile of the programme has been informed by previous commissioning of contractors for similar works and delivery of similar schemes/programmes within the City Region led by the Leeds City Region Enterprise Partnership. The funding profile is inclusive of overhead/management/delivery costs, procurement of private advisory support, programme evaluations and capital grants for SMEs.

### **Management Case**

The programme builds on the former Business Growth Programme and its years of successful delivery. The programme will be managed by a team of business support professionals with extensive experience of managing programmes of this scale and nature. Established and robust processes and procedures are already in place.

Contracted delivery partners will deliver the advisory side of the programme following their procurement. Monitoring of funding agreements and outputs will be overseen by the Combined Authority's programme management team. The mid-programme evaluation and end of programme evaluation will be carried out by a procured third-party contractor.

## Section A: Scheme Summary

<b>Name of Scheme:</b>	Skills Bootcamps
<b>Location of Scheme:</b>	West Yorkshire
<b>Lead Organisation:</b>	West Yorkshire Combined Authority
<b>Applicable Funding Stream(s) – Grant or Loan:</b>	Department for Education – Grant
<b>Growth Fund Priority Area (if applicable):</b>	Not applicable
<b>Combined Authority approvals to date:</b>	Decision point 1 (strategic assessment) approval on 24 February 2022
<b>Forecasted Full Approval Date (Decision Point 4):</b>	17 March 2022  Please note - the scheme is seeking decision point 2 (strategic outline case) and decision point 4 (full business case) approval at the same time.
<b>Forecasted Completion Date (Decision Point 5):</b>	March 2023
<b>Total Scheme Cost for the preferred way forward (£):</b>	£3,689,000
<b>WYCA Funding (£):</b>	£3,689,000
<b>Total other public sector investment (£):</b>	Not applicable
<b>Total other private sector investment (£):</b>	Not applicable

<b>Is this a standalone Project?</b>	Yes
<b>Is this a Programme?</b>	No
<b>Is this Project part of an agreed Programme?</b>	No

A.1	Scheme Description
<p>Skills Bootcamps are intensive, flexible training courses lasting up to 16 weeks, which have the key aim of supporting adults to fulfil their potential, by enabling access to high quality training at Level 3 and above. The scheme builds on Combined Authority's successful delivery of the Department of Education (DfE) funded bootcamps, which focussed on digital skills and ran from January 2021.</p>	

The scheme will enable people to access in-demand jobs, apprenticeships, and new opportunities in sectors with skills shortages, including construction, and the green economy as well as digital, leading to higher-skilled, higher paid employment. The scheme will support employers to meet their skills needs to support business growth and sustainable employment opportunities.

Learners will gain specific technical skills relating to key sectors through, study, which will lead to qualifications, peer mentoring, confidence building and sector focused information offering clear lines of sight to employment and progression opportunities. Each learner's experience will be unique and developed based on their needs and ambitions.

Courses will be delivered in person or online or a combination of both. The courses will cover a range of subject areas, which are expected to include, cyber security, artificial intelligence, automation engineering, working in green energy, digital skills in construction and sector specific project management.

The Skills Bootcamps will complement existing employment and skills programmes which are currently being delivered.

The Combined Authority has submitted a proposal to the Department for Education seeking £3,689,0000 to develop and deliver skills bootcamps across West Yorkshire.

## A.2 Business Case Summary

### Strategic Case

The strategic importance of adult re-training and upskilling is demonstrated in the West Yorkshire Economic Recovery Plan, the West Yorkshire Investment Priorities, and the Strategic Economic Framework.

Within West Yorkshire there are significant skills shortages within key sectors, especially at Level 4+, which is impacting on the region's economic growth. This, together with skills shortages in technical roles at professional and skilled trades levels, are limiting business-level productivity and the performance of the wider economy.

West Yorkshire has a high proportion of adults that are under-employed and / or in low-skilled work with low earning potential. In addition, people not using their existing skills is a widespread issue and those affected need options so they can re-focus their skills to better align with available opportunities. Employers also need to increase their capacity to make use of graduate level skills to increase business performance.

Skills Bootcamps aim to deliver targeted interventions to meet short to medium term demand to fill vacancies and drive productivity, helping employers to fill medium-higher level vacancies and bring individuals closer to better jobs, by linking them with line of sight to a job / different role, additional responsibilities, or new opportunities.

The Skills Bootcamps will focus on the digital, construction, technical and green skills sectors as evidence shows that these sectors have skills shortages and demand for training and up-skilling.

### Economic Case

Investing in skills is essential for the future prosperity of the region's businesses and economy. The Combined Authority can do this by developing and delivering a sustainable employment and skills programme and by funding schemes that are delivered by local training providers.

A lack of investment in skills in West Yorkshire will result in organisations with underdeveloped and inefficient staff, which will impact negatively on productivity for both individual organisations, and the region as a whole. For individuals, training and development results in increased opportunities and progression both within existing employment and job or career change. Without skills-based interventions, individuals will remain trapped in a cycle of low-paid and low-skill roles, resulting in a lack of opportunity for sustained improvements in the quality of life for residents in West Yorkshire.

Creating a culture of investment in workforce skills will result in an increase in innovation and productivity, which will contribute positively to inclusive growth. Without a clear investment in skills, the number of individuals accessing and progressing in good work will not increase, resulting in barriers to business growth and innovation.

The preferred way forward is for the Combined Authority to deliver Skills Bootcamps to complement existing skills provision and builds on its successful delivery of Department of Education (DfE) funded bootcamps, which focussed on digital skills and runs from January 2021 to March 2022. To date, 839 participants have enrolled in the bootcamps with 628 completions. Of the graduates from Phase 1, January 2021 – March 2021, 64.3% have secured employment progression as a result of their newly acquired skills. The intention is to build on the success of Phase 1 and 2 of the Skills Bootcamps and implement suggested improvements based on lessons learned. The Wave 3 funding also offers the opportunity to address a wider range of skills needs.

### **Commercial Case**

The Combined Authority has worked with a variety of training providers and has experience of delivering Skills Connect courses and a successful history of procuring training providers to deliver adult skills courses. The Combined Authority will contract with a range of training providers that have specialist skill and sector knowledge. Training providers will also have to demonstrate familiarity with the West Yorkshire region and strong relationships with employers willing to support the scheme.

The Combined Authority's proposed supplier and delivery models provide ample protection against the negative effects of supply chain concerns. Prospective providers are required to demonstrate extensive evidence of employer involvement in the design and proposed delivery of their Skills Bootcamp provision.

All suppliers and sub-contractors on the scheme will be required to demonstrate a commitment to implementing social value objectives throughout the life of the scheme. They will work with employers to develop training that is accessible and meets the needs of individuals in West Yorkshire.

### **Financial Case**

The Combined Authority has submitted a proposal to the Department for Education for £3,689,000 from the Wave 3 of its Skills Bootcamps funding, to deliver Skills Bootcamps in West Yorkshire for one year (April 2022 to March 2023). The Combined Authority's proposal is being considered alongside proposals from other Mayoral Combined Authority's and an announcement on the level of funding awarded is expected at the end of March 2022.

### **Management Case**

Skills Bootcamps will be developed and delivered in consultation with local authority partners, businesses in the West Yorkshire region and in collaboration with training providers.

The Combined Authority's contract and performance management process has been developed to ensure high levels of performance are achieved, quality standards and contractual targets are met, and minimum performance requirements are clearly defined. The Combined Authority will achieve this through a variety of measures including monthly steering group meetings, where all lead suppliers come together to identify issues and share best practice, supporting lead suppliers to improve when required, or using the performance management process for lead suppliers who are underperforming.

Periodic steering group and contract review meetings will allow for bootcamps to adjusted if required by employer demand and / or the needs of learners.

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** Future of the LEP following the Levelling Up White Paper

**Director:** Alan Reiss, Director of Strategy, Communications and Policing

**Author:** Emma Longbottom, Head of Policy and Strategy Coordination

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

## 1. Purpose of this report

- 1.1 To provide Combined Authority members with an update on the current position regarding LEPs following the launch of the Levelling Up White Paper (LUWP) and propose next steps for arrangements for the LEP and the Combined Authority.

## 2. Information

### Background

- 2.1 As detailed in agenda item 8, the publication of the LUWP provided clarity that for LEPs within Mayoral Combined Authority (MCA) areas, the LEPs would be integrated into the MCA. Further details are expected from Government over the coming weeks. Within MCAs it is expected there will be greater freedom for the MCA/LEP arrangement to be developed according to local need.
- 2.2 West Yorkshire Leaders and the Mayor have written to LEP private sector members (see appendix 1) to underline the importance of the existing deep partnership with the private sector, the opportunity to further strengthen this arising from the LEP review, and the retention of the LEP as part of the MCA.

## **Principles of working between the private and public sector**

- 2.3 West Yorkshire (and the wider Leeds City Region) has a strong history of joint working with the private sector. Since its formation in 2011, this has been embodied directly through the Local Enterprise Partnership (which had direct delivery responsibilities from central Government), and also with strong working relationships with business representative groups (the Chambers of Commerce, the CBI, FSB and IoD), sector representative groups (Made UK, etc), as well as a set of relationships with individual businesses and companies supported by LEP business growth funding or advice. Examples of the working relationship and successes this has enabled are provided at Appendix 2 to this paper.
- 2.4 Going forward it is important to build on this track record of success and the principles which underpin that success. It is considered that this means that the MCA has meaningful input from the private sector, Voluntary and Community Sector, Higher Education and Further Education sectors into:
- Shaping overall economic and inclusive growth strategy, ensuring the policies can translate into meaningful action.
  - The need for Equality, Diversity and Inclusion considerations to be at the heart of all of the work of the MCA/LEP.
  - The MCA business support offer, and its promotion and delivery.
  - Promoting and facilitating inward investment, trade missions and export work.
  - Ensuring that skills and employment support is focused on local labour market needs.
  - Ensuring that workers' rights and conditions are kept in frame.
- 2.5 It is therefore proposed that:
- Private sector vice-chairs with voting rights on MCA committees should be retained.
  - Private sector members should remain as advisory members of MCA decision making committees.
  - That strong links with the business representative groups should be retained and strengthened where possible, this is also the case for the VCS sector, FE/HE and Trade Unions.
- The following sections deal with the practical implications of these principles.

## **Role of the LEP**

- 2.6 The current (June 2021) LEP constitution sets out:
- The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve the productivity of the Leeds City Region.
  - It is an autonomous business led private-public local partnership, which brings together private and public sectors from across Leeds City Region, to provide strategic leadership.
  - The Leeds City Region Enterprise Partnership Board ('LEP Board') is the decision-making forum of the LEP.



- 2.7 The constitution sets out the key roles of the LEP are to:
- Provide strategic leadership.
  - Unlock the region's vast potential by enabling businesses to grow and develop.
  - Stimulate growth that will create jobs and prosperity for everyone who lives, works and does business in the region.
  - Develop strategy and policy aimed at meeting both the current and future needs of the region's economy.
  - Deliver schemes that support businesses and accelerate growth.
- 2.8 In the light of the LUWP, which removes programme funding from the LEP, and wishes to see the LEP integrated into the MCA, it is proposed to strengthen and simplify the relationship between the MCA and the LEP via the following:
- The LEP remains a non-statutory partnership body to drive inclusive growth and improve productivity, with public and private membership.
  - It becomes the primary business advisory board to the Mayor and the MCA.
  - It provides strategy and policy advice to the MCA to meet the current and future needs of the region's economy.
  - It provides a conduit for business/private sector voice onto MCA decision making panels.
  - It leads on an agreed set of business priorities, such as diversity in business and a focus on start-ups.
  - Its members to have clearly defined portfolios for their work with the MCA, and LEP members are involved in economic decision making in the same way as present.
- 2.9 It is proposed that if these proposals are agreed, then more detailed work will be undertaken to:
- revise the LEP constitution.
  - review options for more defined portfolios for LEP board members.
  - consider formalising the role of the Business Communication Group as a Mayoral Business Representatives Forum which meets quarterly to support and inform the Mayor on key business issues and opportunities.
  - Consider the name and brand of the LEP, in the context of a wider consideration of MCA 'family' branding.

### **LEP chair**

- 2.10 The LEP chair has played a hugely important ambassadorial and leadership role, regionally and nationally, in line with the autonomous nature of the LEP and the channelling of Government funding via LEPs. The role is based on a 3-day a week model, which is remunerated in line with the level of funding and influence the role has previously been responsible for. The LEP chair role is currently appointed by the LEP Board. The National Assurance Framework, which currently governs the work of LEPs dictates that the LEP chair must be from the private sector.

- 2.11 The LUWP places more emphasis on the role of the Mayor as the lead on economic growth within the MCA area. However, it also identifies the importance of a strong independent business voice as a LEP chair. It is therefore important that the LEP Board is seen as the lead independent advisor to the Mayor, leading on actions and activities as determined by the Mayor. In addition, the Devolution Order includes the provision that a representative of the LEP Board is a member of the Combined Authority. Currently this is the LEP Chair.
- 2.12 As a result of this it is expected that:
- The LEP Chair would be a Mayoral appointment, using an open and transparent process that has been the hallmark of LEP member appointments to date. This would involve current members of the LEP and the MCA on the appointment panel.
  - The time commitment of the LEP chair will be less than the current 3 days a week. The current expectation is that one day a week would suffice. This reflects the role of the Mayor, allows space for other LEP board members to do high profile work, and widens the scope of potential candidates.
  - Remuneration is retained, which would be consistent with other Mayoral advisory roles. The level of remuneration would be assessed independently.
  - Profile and publicity is still important, especially in national LEP and business forums, however that scope of this profile will be set by the Mayor.
- 2.13 The term of the current LEP chair ends at the LEP AGM in June 2022. To enable further guidance from government to be received and a robust recruitment process to be undertaken, it is proposed that in the interim the role of LEP Chair is left vacant. During this period the Deputy Chair or another private sector member of the board would be asked to undertake any key tasks until the new chair is appointed.

### **Next steps**

- 2.14 Once the proposals set out in this paper are agreed, more detailed work will be undertaken regarding the role of the LEP as detailed in para 2.9.
- 2.15 Further views and discussion will be undertaken with the current LEP chair and members of the LEP board. The LEP Board Awayday scheduled for 31<sup>st</sup> March will also be used to discuss and refine proposals.
- 2.16 Engagement with business is undertaken to emphasise the important nature of the public/private partnership in West Yorkshire. A number of events are currently being organised with the Mayor, including the UK's Real Estate Investment and Infrastructure Forum in May. Further planning and consideration will be given to wider engagement.

## **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. Though it should be noted that it is proposed that inclusive growth will remain a key priority for the LEP.

#### **5. Equality and Diversity Implications**

- 5.1 There are no equality and diversity implications directly arising from this report. Though it should be noted that it is proposed that equality and diversity will remain a key priority for the LEP.

#### **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. However the re-drafting of the LEP constitution will have legal implications, these will be noted at a future meeting.

#### **8. Staffing Implications**

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

#### **9. External Consultees**

- 9.1 No external consultations have been undertaken.

#### **10. Recommendations**

- 10.1 That members note the content of the paper and the proposed future arrangements for the LEP.
- 10.2 That members consider and agree the next steps set out in para 2.14-2.16.

#### **11. Background Documents**

- 11.1 There are no background documents referenced in this report.

#### **12. Appendices**

Appendix 1 – Letter to LEP Board members

Appendix 2 – Examples of the working relationship between the public and private sector in West Yorkshire

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**LEP Board members**  
By Email

7 February 2022

Dear LEP Board Members,

We are writing to you following the Levelling Up White Paper that was published on the 2<sup>nd</sup> February, and to underline our continued support for a strong relationship between the public and private sectors in West Yorkshire.

In our region, we have enjoyed a deep partnership between the public and private sectors, fostered over many years, and contributing to our ambition of growing a strong, inclusive, globally competitive economy. We are the only area in the country to have voting private sector members on decision making committees and our Mayoral Combined Authority.

It is clear from the White Paper that the Government share our view that the ambition of levelling up our region and country can only be achieved through strong partnership between the public and private sectors.

There is still much more to do, in terms of levelling up our region compared with London and the South East, and tackling inequalities within the region, so that everyone can contribute to, and share in, its success.

The White Paper said that '*the UK Government is encouraging the integration of LEPs and their business boards into MCAs*' and that further detail on this transition will be provided in writing to LEPs as soon as possible.

For us, the LEP Board has a critical role in shaping the economic policies and programmes and provides an important route for business to influence the future direction of the region. Therefore, our strong intention is for the LEP Board to continue, to recruit a new chair to follow the outstanding leadership of Sir Roger Marsh, and for the new chair to work with LEP members to consider the priorities and focus of the Board going forward.

We intend to continue our current approach with Committees as a joint partnership with voting private sector members and we are starting the next round of recruitment shortly for where we have gaps and to ensure the Committees match our diverse population.

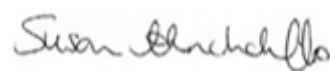
We are particularly keen to retain the talent that exists on the LEP Board and our Committees and see the Levelling Up White Paper as an endorsement and recognition of the success of the partnership we have developed over many years in Leeds City Region.

We will update you further when we have details from Government but in the meantime, please do let us know if you have any questions.

Yours sincerely,



Tracy Brabin  
**Mayor of West Yorkshire**



Cllr Susan Hinchcliffe  
**Leader, City of Bradford**  
**Metropolitan District Council**




Cllr James Lewis  
**Leader, Leeds City Council**



Cllr Denise Jeffrey  
**Leader, Wakefield Council**



Cllr Shabir Pandor  
**Leader, Kirklees Council**



Cllr Tim Swift  
**Leader, Calderdale Council**

## Appendix 2: Examples of the working relationship between the public and private sector in West Yorkshire

- Unlike many other LEP areas, in West Yorkshire the LEP and the MCA were integrated at an early point – with the MCA acting as accountable body for LEP funds, and the LEP Chair sitting on the MCA as a voting member.
- As a result, both the MCA and the LEP developed common economic plans, in particular the ‘Strategic Economic Plan’ and subsequent ‘Strategic Economic Framework’.
- The private sector members have been present on MCA decision making Committees, and this was enhanced with the new MCA committee structure adopted in June 2021, which has voting private sector members on all committees, and LEP members as vice chairs on the majority of committees.
- Private sector members have therefore been highly influential in shaping:
  - The criteria for business grants and then on individual grant decisions;
  - The strategy for skills and employment programmes;
  - Encouraging and facilitating inward investments, export events and trade visits;
  - Overarching economic, skills, innovation and growth strategy

Of particular note was the ‘COVID economic recovery taskforce’ – a task and finish board that ran 2019-21 and developed the regional economic response to the pandemic, and influenced the covid-specific programmes implemented by the MCA/LEP. This included both LEP members, and wider business representative groups, plus some key individual businesses, and increased voice from the VCS sector, FE/HE and Trade Unions.

All of the LEP/CA business facing activity has been undertaken under the brand of ‘The LEP’. This has served well during the period that the LEP was the conduit for both Government funding for business support and economic regeneration (under the 2014-19 ‘Growth Deal’), but is proving confusing for stakeholders now that the Mayor is in post, and Government is promoting local Government as the core conduit of Government funding.

Finally, it is important to note that the LEP in West Yorkshire/Leeds City Region is seen to be high performing and a national exemplar. It has passed every annual [LEP Annual Performance Review](#), achieved all of its spend and delivery (output) targets, including those around gender and diversity on the LEP Board itself. An independent assessment of the [Growth Deal](#) forecast that it will deliver exceptional economic returns with a Benefit Cost Ratio (BCR) of 12.1 : 1 when all other leveraged public and private investment is factored in, significantly out performing most central Government economic programmes.

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **Supporting Cultural Festivals in West Yorkshire**

**Director:** Liz Hunter, Director Policy and Development

**Author:** Phil Witcherley, Head of Business, Innovation, Skills and Culture Policy

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 refine and agree with the principles under which the Combined Authority could provide financial support to Cultural Festivals in West Yorkshire.
- 1.2 To discuss and seek approvals in principle (subject to the Combined Authority's Assurance Framework) for investment in:
  - Leeds 2023,
  - Kirklees Year of Music, and
  - Bradford Literature Festival in 2022.

## 2. Information

- 2.1 Culture, sports and creative industries will play a vital role to play in delivering an inclusive economic recovery. It is important that everyone in West Yorkshire can have the opportunity to access and benefit from cultural activity, regardless of their background. Festivals play an important role in achieving this by providing culture opportunities for all and promoting our region to a wide audience.
- 2.2 At the meeting of the Culture Committee in January 2022, the Committee discussed an initial set of principles to guide decision making on support

provided to individual festivals on a case-by-case basis, subject to availability of funding. Whilst broadly supporting the approach, it was agreed that further work was required on the back of the feedback received. Some of the key points raised by the Committee included:

- The need for a Festival Audit – to capture the breadth of planned festivals across West Yorkshire.
- That a strong focus was needed on how a festival supports areas less likely to be reached.
- A view that the various “Years of” festivals should be considered separately from other festivals, recognising that both are important.
- Could there be a creative principle – putting people more firmly at the centre.
- That it would be important to ensure that festivals were reinforcing other priorities raised as part of the Cultural Framework – including the principle of fair work in commissioning activity with local creatives.
- That young people were seen particularly as a key audience.
- That factors of legacy and wellbeing might be given more emphasis.

- 2.3 In response to this feedback, an audit of cultural festivals has been completed with each of the five West Yorkshire local authority districts and will be presented to the Culture, Arts and Creative Industries Committee which takes place on the 16<sup>th</sup> March.

### **Updated Principles for investing in Cultural Festivals**

- 2.4 As outlined at the last Combined Authority meeting, any investment made by the Authority is subject to the decision making structure and approaches outlined in the Investment Strategy, including the need for approvals to progress through the Combined Authority’s assurance process.

- 2.5 These principles will therefore apply to any decision making with regard to financial support to cultural festivals. However, taking on board the feedback of the last meeting the following amended principles are suggested for investment in Cultural Festivals. As discussed with the Culture, Arts and Creative Industries Committee, these separate out “Years of Culture” activity (Leeds 2023, Kirklees Year of Music 2023, Calderdale 2024, Wakefield 2024 and Bradford City of Culture 2025 bid), from other festivals, recognising that the rationale for investing particularly in the Years of Culture are likely to be different.

#### **Years of Culture**

1. That the Year of Culture must engage in mechanisms to actively support participation from a full West Yorkshire footprint.
2. That the Combined Authority would support a specific programme/event/intervention within the Year of Culture that fits strategically to the Investment Priorities – and therefore not provide funding in an undefined way to general costs/overheads of the Year

3. That the specific programme/event/intervention must demonstrate clear defined outputs that relate to the Investment Priorities for Culture and Creative Industries, achieving these with evidence of additionality and value for money.
4. That the specific programme/event/intervention must be operating in a way that ensures Fair Work for all individuals employed in its delivery
5. That the Year of Culture must have a clear Equality, Diversity and Inclusion (EDI) action plan for how the Festival will maximise the benefits and opportunities for EDI.
6. That best practice should be shared between organisers and talent / collateral be available to be passed on from one festival to another wherever possible, delivering further benefits to wider partners in West Yorkshire.
7. That the Year of Culture must have a clear evaluation approach and measures of success that capture both economic and social/participation impacts.

#### Other festivals

1. That the Combined Authority would not be a core ongoing funder of festivals.
2. That the Combined Authority might look to support a specific programme/event/intervention within the Cultural Festival that fits strategically to the Investment Priorities – and therefore not provide funding in an undefined way to general costs/overheads of the Festival.
3. That the specific programme/event/intervention must demonstrate clear defined outputs that relate to the Investment Priorities for Culture and Creative Industries, achieving these with evidence of additionality and value for money.
4. That Festivals must have a clear Equality, Diversity and Inclusion (EDI) action plan for how the Festival will maximise the benefits and opportunities for EDI.
5. That best practice should be shared between festival organisers and talent / collateral be available to be passed on from one festival to another wherever possible, delivering further benefits to wider partners in West Yorkshire.
6. That the Culture Festival must have a clear evaluation approach and measures of success that capture both economic and social/participation impacts.

### **3. Initial in principle agreement investment in Years of Culture**

- 3.1 At the last meeting of the Combined Authority, the indicative gainshare funding envelope up to 2024/25 for Investment Priority 6: Culture was agreed. The Culture, Arts and Creative Industries Committee is developing the framework to support the proposals for how this culture gainshare funding could be spent. A number of in principle decisions need to be taken in advance of this as they relate to activities that are taking place in the next twelve months and need reassurance on funding so that events can be planned and delivered, with the full details subject to the assurance process. This includes Leeds City of Culture 2023, Kirklees Year of Music 2023 and Bradford Literature Festival.

- 3.2 These are outlined below. It is proposed that there is an agreement in principle, subject to an approved business case for a range between £1.3 million - £1.5 million for Leeds 2023 and £750,000 to £850,000 for Kirklees year of music. The ranges proposed for each investment are based on the scale of ambition and opportunity for each proposal. This also includes the overall numbers of people living in deprivation in each area.
- 3.3 It is also proposed that there is an agreement in principle to fund the Bradford Literature Festival by between £100,000 and £250,000 for this year only. This funding will be linked to specific activity that meets the overall cultural objectives of the region.
- 3.4 Each proposal will be subject to a robust business case and the Combined Authority's assurance framework. As part of this, there will need to be a demonstration that the investment will help achieve our draft cultural framework outcomes (including an increase in participation in culture from deprived and diverse communities) as well as the framework for investing in years of culture and culture festivals outlined above.

### **Leeds City of Culture 2023**

- 3.5 LEEDS 2023's ambition is to deliver a transformational year of creative experiences connecting and benefiting people now and into the future. The planned programme will celebrate and enhance the city's identity locally, nationally and internationally, creating a lasting legacy of economic and social impact. Run by the Leeds Culture Trust, the independent charity was set up in 2019 by Leeds City Council as part of its Culture Strategy and as a response to the cancellation of the UK's participation in the European Capital of Culture competition. LEEDS 2023 will be a significant driver in West Yorkshire's social and economic recovery, as it enables the region to leverage its strength in the creative industries and tourism.
- 3.6 Funding of a range of £1.3m to £1.5m is required by Leeds Culture Trust from West Yorkshire Combined Authority, as a contribution to LEEDS 2023. This contribution will allow the region to support one of LEEDS 2023's flagship projects, for example, a project with a working title of "Women of the World – Women of West Yorkshire". The project will involve hundreds of women and girls in developing their creative skills, particularly in construction and design. Around it, a series of exciting workshops and activities will be held with women and girls, to shape a programme of events. There is an opportunity for elected members from West Yorkshire to participate in these workshops, encouraging women and girls to use their voice and influence.
- 3.7 Through this investment, LEEDS 2023 will help to deliver the West Yorkshire Mayoral pledges by:
- Prioritising skills and training, particularly for women and girls
  - Supporting local businesses
  - Collaborating on a Creative New Deal

3.8 The project will contribute to the target outcomes of WYCA's proposed culture framework through:

- Increasing cultural participation, particularly amongst women and girls, enhancing the confidence of West Yorkshire's diverse communities and improving wellbeing.
- Creating a diverse and confident creative workforce by increasing volunteering in the cultural sector, particularly amongst those from lower socio-economic and diverse backgrounds.
- Creating a creative, sustainable and vibrant region, with increases in tourism, higher participation in cultural activity and better access to culture across West Yorkshire.

3.9 A grant agreement is already in place between Leeds City Council and The Culture Trust to oversee a £10.665 million investment in LEEDS 2023 over a five year period from FY18/19 to FY23/24 of which £7,231,893 has been committed from the Council's core budget. The proposed £1.3 million - £1.5 million contribution from gainshare has therefore been more than matched by Leeds City Council. In addition, The Culture Trust has leveraged £3.23 million total additional investment in addition to this.

#### **Year of Music 2023 - Kirklees**

3.10 Kirklees Year of Music 2023 is a place-based, transformational cultural change programme. Built on the district's cultural DNA, it is the first and only Year of Music programme in the UK. The programme is being developed to link with and support Leeds 2023 and engage with Bradford 2025 via the Music Hub. It includes a bid to UNESCO for City of Music status for Huddersfield which will involve developing a creative industry career pathway across the town and the other UNESCO designated cities, Bradford and York, linked to music, media, film and tv. Kirklees has been designated an Arts Council England Priority Place not only for indices of deprivation, lack of cultural engagement and participation and the impact of Covid but because of the strategic cultural ambition of the district including Year of Music 23.

3.11 From centuries of choirs, brass bands and orchestras to forging new, internationally renowned traditions and festivals of experimental music, electronic, folk, jazz, organs, sound systems, bagpipes and bhangra, music is rich and diverse and at home in all communities of Kirklees. Through investment in its diverse music talent, citizens and businesses, the year-long programme of major events and initiatives strengthens the music ecology of Kirklees. In recognising Kirklees' growing demographic of young people (approximately 1/3 of the population is aged between 0 – 25), Kirklees Year of Music 2023 puts children and young people front and centre of its programme, working with them to co-design and co-create, empowering young people to find their voice, develop expression, skills and leadership and shape what the future might look like through music and what music might look like in the future.

- 3.12 The Year of Music programme supports the delivery of the [Kirklees music policy](#) and contributes to outcomes around: education; health & wellbeing; the night-time economy; music tourism ([£2m economic impact of 3 music festivals 2019 study](#)); aspiration and skills; inclusion, reducing inequalities and inequity; and increasing participation. It will also be used as a vehicle to develop an inclusive economy, growing the existing 78 Music Industry businesses and 120 music VCS organisations. Together they presently directly employ 755 people (2022 survey). With a creative workforce supply chain of 30k individuals within a 45-minute radius of Huddersfield, the Year of Music aims to maximise the skills and investment of the local supply chains in Kirklees and West Yorkshire for greater resilience and provide opportunities for the sector to recover from the impact of Covid.
- 3.13 The Kirklees year of culture has already secured some funding from other sources. £1.85m has already been confirmed by Kirklees Council; £1m will be applied for from Arts Council England; and £1.15m from Partnerships/ Trusts/ Foundations/Earned Income (1/3 confirmed). A range of £750,000 to £850,000 will help complete the funding picture. The WYCA investment will ensure the children and young people's programme can be delivered providing a lasting legacy, will support the district wide volunteering programme and enable community participation.

### **Bradford Literature Festival**

- 3.14 For a number of years, the Bradford Literature Festival (BLF) has provided social inclusion, accessibility and representation. In its first five years, 51% of the audience was from a BAME background and 65% of the audience was drawn from people with a lower socioeconomic background. 20% of the audience was national, 30% was regional and 50% was from Bradford district.
- 3.15 To help ensure that children can access the event, the education programme is free and the festival has pioneered 'Ethical Ticketing' – this means we provide free tickets for those living on benefits, in social housing, refugees and asylum seekers, young people and those who need it most. The education programme reached 100,000 pupil and teacher attendances, working with schools in Bradford District, Calderdale, Kirklees, Leeds and Wakefield.
- 3.16 The BLF is working with Creative Scene in Kirklees to help create change within some of the most disadvantaged communities in the area. BLF's Creative Sector Industry Day has been set up to allow other organisations, regionally and nationally, to benefit from our methodologies.
- 3.17 BLF also has a role to play to connect our region with other countries. BLF has relationships with cultural organisations from around the world. The key countries with existing working relationships are:
- America – New York Comicon, Brooklyn Book Festival, Dodge Poetry Festival
  - Canada – Toronto International Writers Festival
  - Turkey – Istanbul International Literature Festival
  - UAE – Emirates Literature Festival

- Nigeria – Ake Book Festival
- Pakistan – Karachi Literature Festival, Adaab Festival, Lahore Literature Festival
- India – Jaipur Literature Festival, Serendipity Arts
- Japan – Kyoto University, Japan Bronte Society, The British Japan Society
- South Korea – Seoul International Writers Festival

3.18 Future plans of the BLF are to expand this international proposition:

- We plan to twin with festivals from around the world to raise the profile of BLF, and West Yorkshire, and bring tourists to the region. This will be achieved through creating a BLF showcase of circa 3 events at each international festival. The events selected will showcase the best UK artists and also to focus on West Yorkshire heritage that will promote in bound tourism e.g. the Brontes, Anne Lister, David Hockney, the Textile Industry.
- BLF has experience in this mode of delivery, having already worked with Hay Festival in the UK and Lahore Literature Festival (Pakistan) in this manner. Both events led to a substantial increase in profile and in-bound visitors. In addition to the international projects currently under delivery, BLF already has agreement from Toronto International Writers Festival to work collaboratively in this manner.
- The partnerships would also result in international showcases from the partner organisations taking place at BLF. This would create a depth of international presence that would be unparalleled in the UK literary landscape and would set BLF and therefore West Yorkshire apart from the rest of the nation. This would have a substantial impact on the visitor economy placing West Yorkshire firmly on the international cultural landscape.

3.19 An indicative approval is sought from the Combined Authority to fund the following activity:

- Creative Sector Industry Day – West Yorkshire profile, development for creative practitioners and artists.
- Northern Economic Summit – culture at the heart of regeneration.
- Regional Education Programme – raising aspirations and literacy levels, Poetry Days and programmes for children and young people, Putting West Yorkshire at the heart of the creative curriculum through a digital programme.
- An international festival with twin festivals around the world, showcasing West Yorkshire, and creating sustained, measurable impact to the visitor economy year on year.

3.20 This approval is sought as an in principle commitment, subject to an approved business case, of a one off commitment of no more than £250,000 for specific activities at Bradford Literature Festival linked to the region's cultural framework priorities.

#### **4. Tackling the Climate Emergency Implications**

- 4.1 Tackling the Climate Emergency and protecting our environment is one of the Mayoral Pledges, and is central to the West Yorkshire Investment Strategy. Any Cultural Festival that seeks financial support of the Combined Authority will be asked to demonstrate how it contributes to Tackling the Climate Emergency and this will form part of the assurance process.
- 4.2 In utilising their judgement in considering proposals for investment in Cultural Festivals, the Committee will be asked to take into consideration how a specific programme/event/intervention supported by the Combined Authority could maximise its contribution to this ambition.

#### **5. Inclusive Growth Implications**

- 5.1 As outlined in the West Yorkshire Investment Strategy, inclusive growth cannot be a bolt-on and any project seeking funding from the Combined Authority must demonstrate a proactive and targeted approach to engaging with and bringing benefit to disadvantaged groups (outreach, tailored support etc). This approach will apply equally to any proposals for investment in Cultural Festivals.

#### **6. Equality and Diversity Implications**

- 6.1 From the perspective of the Culture, Arts and Creative Industries Committee, equality and diversity will be considered both from a participation perspective as well as from a social and economic one. Therefore, in assessing proposals for investment in Cultural Festivals one of the principles suggested in this report is that all festivals must have a clear Equality, Diversity and Inclusion (EDI) action plan for how the Festival will maximise the benefits and opportunities for EDI.
- 6.2 Cultural Festivals are significant opportunities to engage individuals and groups from across all of West Yorkshire, but it should be acknowledged that not all communities have the same needs and opportunities to engage. Therefore, it will be important that there is a clear plan and measures in place for the festival before the commencement of delivery. The Combined Authority may also undertake their own Equality Impact Assessment on any festival it decides to support.

#### **7. Financial Implications**

- 7.1 Any proposals for investment in Cultural Festivals will be subject to submission to the Combined Authority's assurance process and to further decision making about the allocation of funding.

#### **8. Legal Implications**

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



## **9. Staffing Implications**

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

## **10. External Consultees**

- 10.1 No specific consultation has occurred in relation to this report.

## **11. Recommendations**

- 11.1 That the Combined Authority provides comments and input to the development of principles for investment in Cultural Festivals.
- 11.2 That the Combined Authority indicatively approves up to £2.45 million in funding from the Single Investment Fund to Leeds (a range of £1.3m to £1.5m) and Kirklees (a range of £750,000 to £850,000) to support funding Leeds 2023 and Kirklees 2023 as outlined in this report. This will be subject to approval through the Combined Authority's Assurance Framework.
- 11.3 That the Combined Authority indicatively approves up to £250,000 funding from the Single Investment Fund to Bradford Literature Festival to support the festival in 2022. This will be subject to approval through the Combined Authority's Assurance Framework.
- 11.4 That given the Bradford Literature Festival in 2022 will take place before the next Combined Authority meeting, the Combined Authority delegates to the Finance, Resources and Corporate Committee the full approval for this scheme to pass through the assurance process, totalling no more than £250,000.

## **12. Appendices**

None

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** **Transport Committee Review**

**Director:** Dave Pearson, Director Transport & Property Services

**Author:** Richard Crabtree, Rail Development 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
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 and approve changes to the future role, membership, role profiles and terms of reference of Transport Committee, to be implemented from the Annual Meeting on 23 June 2022 for the next municipal year.
- 1.2 To consider a report and recommendations of the Independent Remuneration Panel (IRP) in relation to the payment of allowances for the future roles of Deputy Chair, Transport Engagement Lead and Ordinary Member of Transport Committee, and to determine the level of allowances to be payable to members undertaking these roles once appointed.

## 2. Information

### Transport Committee Review

- 2.1 At its meeting on 3 February 2022 the Combined Authority considered and approved in principle changes to the future role, membership, role profiles and terms of reference of Transport Committee.
- 2.2 Transport Committee, Transport Scrutiny Committee and Corporate Scrutiny Committee have since considered the proposals at their March 2022 meetings. The Portfolio Lead for Transport and the Lead Director for the

Transport Committee Review will report to the meeting any significant matters raised.

- 2.3 The future membership framework, role profiles, and terms of reference for Transport Committee are set out at **Appendices 1 to 3** respectively.

### **Members' allowances**

- 2.4 The Combined Authority's Members' Allowances Scheme is set out in Part 6 of the Constitution (see **Background Documents**). This provides for the payment of an allowance to co-opted members of Combined Authority committees, except those already receiving an allowance from an authority in respect of their duties. It does not provide for an allowance to be paid to Combined Authority members, with the exception of the Mayor as provision for payment of allowances to Combined Authority members is expressly prohibited by the 2021 Order setting up the Combined Authority. These provisions mean that the role of Chair and the transport-related portfolio holders do not qualify for a Combined Authority allowance in the future Transport Committee structure.
- 2.5 An Independent Remuneration Panel was convened to consider the appropriate level of allowances to be paid to for the following future qualifying roles:
- Deputy Chair (2 roles)
  - Transport Engagement Lead (5 roles)
  - Ordinary member (10 roles).
- 2.6 The IRP has now concluded its review and their report and recommendations are set out in full at **Appendix 4**. There is no statutory provision to consult an IRP on the issue of remuneration, although it has always been the practice of the Combined Authority to do so. The recommendations of the IRP are therefore intended to assist in determining an appropriate level of remuneration although there is no legal requirement to accept them.
- 2.7 The IRP recommendations set out in the Executive Summary at page 2 of the Report are that:

*The IRP recommends that the following remuneration is paid to co-opted Members on the West Yorkshire Combined Authority:*

* Two Deputy Chairs:	£13,731
* Five Engagement Leads:	£3,663
* Ten other Ordinary Co-opted Members:	£2,616

*That the WYCA considers applying indexation in future years but may wish to do so as part of a wider application of all co-optees remuneration.*

*That the proposed remuneration for co-opted Members on the WYCA Transport Committee is implemented from the date the new governance*

*arrangements are established, which is on the date of the WYCA Annual Meeting on 23rd June 2022.*

- 2.8 For information, the Panel's recommended allowance levels in comparison to the current Transport Committee are set out in **Appendix 5**.
- 2.9 The IRP has suggested the Combined Authority considers indexation of the allowances. Allowances available for co-opted members of other Combined Authority committees (i.e. the scrutiny committees) are not currently indexed, but this is common practice, including in the allowances schemes of the Constituent Councils. It is proposed that the matter of indexation of allowances for co-opted members of Combined Authority committees is considered in the round at a future meeting.

### **Proposal**

- 2.10 The Combined Authority is invited to approve changes to Transport Committee for implementation from the 2022/23 municipal year, as set out in the recommendations, including to approve the level of allowances to be payable to members undertaking qualifying roles on the Committee.

### **Next steps**

- 2.11 Arrangements to support the function of the future Transport Committee and the respective member roles will be developed for implementation in the next municipal year. Transport Committee is expected to meet around eight times per year to deal with the anticipated workload.
- 2.12 The necessary changes to the Combined Authority Constitution reflecting the amended proposals will be made when these are implemented following the Annual Meeting.

## **3. Tackling the Climate Emergency Implications**

- 3.1 There has been no material change to the proposals considered and approved in principle by the Combined Authority at its meeting on 3 February 2022.

## **4. Inclusive Growth Implications**

- 4.1 There has been no material change to the proposals considered and approved in principle by the Combined Authority at its meeting on 3 February 2022.

## **5. Equality and Diversity Implications**

- 5.1 There has been no material change to the proposals considered and approved in principle by the Combined Authority at its meeting on 3 February 2022.

## **6. Financial Implications**

- 6.1 The recommendations from the IRP with regard to the allowances for the remunerated roles on Transport Committee will, if accepted, be a decrease on current costs, as summarised at **Appendix 5**.

## **7. Legal Implications**

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

## **8. Staffing Implications**

- 8.1 The changes will require changes to officer arrangements for supporting Transport Committee members. It is anticipated that this will be managed from within existing resources.

## **9. External Consultees**

- 9.1 The advice of an Independent Remuneration Panel has informed the proposals in this report.

## **10. Recommendations**

- 10.1 That the Combined Authority approves the following to be of effect from the Annual Meeting on 23 June 2022:
- The membership framework set out at Appendix 1.
  - The role profiles set out at Appendix 2.
  - The proposed Transport Committee terms of reference set out at Appendix 3.
  - Removal of District Consultation Sub-Committees as sub-committees of Transport Committee.
- 10.2 That the Combined Authority considers the report and recommendations of the Independent Remuneration Panel in relation to remuneration for qualifying future roles on Transport Committee (Appendix 4) and determines the level of remuneration to be of effect following the Annual Meeting for the municipal year 2022/23.
- 10.3 That the Combined Authority notes the proposal to consider indexation of allowances for co-opted members of Combined Authority committees at a future meeting.

## **11. Background Documents**

*Transport Committee Review*, Item 8, West Yorkshire Combined Authority, 3 February 2022. Available here:  
<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CIId=133&MIId=1084>

The West Yorkshire Combined Authority Constitution can be accessed online via this link: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/governance-information-for-the-combined-authority/>

## **12. Appendices**

Appendix 1 – Future membership framework

Appendix 2 – Future role profiles

Appendix 3 – Proposed future terms of reference

Appendix 4 – Independent Remuneration Panel report

Appendix 5 – Comparative remuneration levels

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Transport Committee: Future membership framework

Ordinary member				Ordinary member			
Ordinary member			Ordinary member	Ordinary member			
Ordinary member	Ordinary member	Ordinary member	Ordinary member	Ordinary member		Deputy Chair	
Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead		Deputy Chair	LEP Board member
Transport Portfolio Holder – Bradford Council	Transport Portfolio Holder – Calderdale Council	Transport Portfolio Holder – Kirklees Council	Transport Portfolio Holder – Leeds Council	Transport Portfolio Holder – Wakefield Council	Transport Portfolio Holder – York Council *	Chair / CA Portfolio Lead for Transport	LEP Board member *
Bradford	Calderdale	Kirklees	Leeds	Wakefield	York	West Yorkshire	LCR Enterprise Partnership

Notes:

1. The Combined Authority Portfolio Lead for Transport is a member of the Committee and is the Committee Chair (shown in dark green). All other members are co-opted. Political composition is determined by the nominations made by each Constituent Authority.
2. The following roles held by co-opted members from West Yorkshire constituent councils qualify for remuneration by the Combined Authority (shown in pale blue), if they are not otherwise remunerated by any other authority for undertaking their role:
  - Deputy Chair (two roles)
  - Transport Engagement Lead (five roles)
  - Ordinary members (ten roles)
3. The roles of Deputy Chair are nominated by the Combined Authority in consultation with the Mayor. Transport Engagement Leads and Ordinary members are nominated by the relevant constituent council.
4. The Combined Authority Portfolio Lead for Transport / Chair, Transport Portfolio Holders from West Yorkshire constituent councils (shown in pale green) and York Transport Portfolio Holder (shown in dark blue) do not qualify for remuneration for these roles by the Combined Authority as those members are separately remunerated for undertaking their duties. LEP Board members (shown in orange) are not remunerated.
5. Non-voting members are indicated by an asterisk, as follows:
  - York Transport Portfolio Holder (shown in dark blue), although as agreed from time to time, City of York will be offered voting rights in respect of any decision which gives rise to a direct and significant financial liability for that Council.
  - One of the LEP Board members (shown in dark orange).

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## WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

### ROLE PROFILE: CHAIR

*Role occupied by Combined Authority Portfolio Lead for Transport.*

### Purpose

The main purpose of the Chair is to:

- Chair and manage the business of the Transport Committee in accordance with its Terms of Reference, the Constitution of the Combined Authority and with the Members Code of Conduct and with the highest standards of legal and ethical behaviour and probity.
- To ensure that meetings are effectively and inclusively conducted in line with the agreed agenda.
- Ensure an effective link between the Combined Authority and Transport Committee, as the Combined Authority's Transport Portfolio Holder.
- Together with the relevant Local Enterprise Board member, act as a link between Transport Committee and the activity of Transport for the North, where relevant.

### Key duties and responsibilities

The main duties and responsibilities of the Chair are to:

- Lead the work of the Committee and ensure it carries out its business effectively and efficiently within its terms of reference and in liaison with other Members and Officers.
- Maintain a strong working relationship with the Mayor and Deputy Chair on transport matters.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Liaise with Officers and the Deputy Chair in setting the agenda for meetings of the Committee
- Chair meetings of the Committee impartially and in such a way as to facilitate open discussion and fair and respectful debate.
- Oversee in conjunction with Officers that the meeting is quorate.
- Ensure that the meeting commences at the specified time, that it proceeds in a focused and timely manner without undue delay or disruption and is closed appropriately at the conclusion of the formal meeting business.
- Welcome Members and Officers to meetings and in the case of unfamiliarity make any appropriate introductions of meeting participants.
- Request and receive apologies for absence and nominations of alternative Members.
- Request and receive any declarations of interest of Members.
- Sign the minutes of the previous meeting following approval by the Committee.

## **Item 14, Appendix 2**

- Follow the Chair's Note where provided and introduce each agenda item and ask appropriate Officers to present the submitted report or comment otherwise on the item.
- Invite Members to speak on items where they have indicated that they wish to do so and encourage equal participation and contribution from all Members.
- Ensure clarity and understanding amongst Members and summarise any discussion held on an item of business, in particular where the issue is complex.
- Ensure, following the discussion on any item, that the Committee is aware of any recommendations of Officers.
- Promote where possible the generation of consensus amongst Members.
- Exercise control over Members acting inappropriately or in a disorderly manner and if necessary, putting forward a motion to remove them from the meeting.
- Warn and if necessary, take the appropriate action to exclude unruly Members of the public.
- Call for the adjournment of meetings if circumstances require and to make the required arrangements for the resumption of proceedings ensuring that all Members are aware of such arrangements.
- Monitor the outcome of Committee decisions and any follow up action points.

### **Key skills and knowledge**

Key skills and knowledge required of the Chair are:

- Good leadership skills.
- Chairing skills including the ability to manage conflict and promote consensus.
- Good listening and questioning skills.
- Good presentation and public speaking skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

**WEST YORKSHIRE COMBINED AUTHORITY  
TRANSPORT COMMITTEE**

**ROLE PROFILE: DEPUTY CHAIR**

*Two roles.*

*This role profile is in addition to the Ordinary Member role profile, as appropriate.*

*On an annual basis a thematic role for each Deputy Chair will be agreed, and the duties and responsibilities listed below shared as appropriate, with the objective of securing a balanced and manageable workload for each.*

**Purpose**

The main purpose of the Deputy Chairs is to:

- Support the leadership role of the Mayor on local transport matters in West Yorkshire, with a particular focus on the Combined Authority's transport related delivery roles.
- Support the leadership role of the Chair and Combined Authority Portfolio Lead for Transport, including to facilitate effective decision making on transport matters though consensus building across partners in West Yorkshire.
- Act as a member lead for the Combined Authority's day-to-day relationships with transport operators and other key partner organisations as relevant.

**Key duties and responsibilities**

The main duties and responsibilities of the Deputy Chairs are to:

- Correspond regularly with the Transport Engagement Leads and Transport Portfolio Holders to maintain a good working knowledge of local transport matters across West Yorkshire, as relevant.
- Maintain a close and effective relationship with the Mayor in respect of local transport matters to actively support the Mayor's transport role, including to facilitate consensus building on transport objectives and priorities across West Yorkshire.
- On behalf of the Mayor and Combined Authority Portfolio Lead for Transport, develop, maintain, and lead strong working relationships with transport providers and partner organisations. This will include attendance at and offering political input into multi-operator meetings with a West Yorkshire focus, including from time-to-time chairing these sessions at the request of the Mayor or Combined Authority Portfolio Lead for Transport. At present these meetings include:
  - West Yorkshire Bus Alliance
  - Bus Expert Panel
  - Train Operators' Forum
  - Rail Expert Panel
  - West Yorkshire Strategic Rail Partnership
- Attending and leading political input to transport related forums and working groups as might exist from time to time, including regular contact with Combined Authority Officers. At present this includes:
  - Decarbonisation and Emissions Working Group
  - Active Travel Working Group
  - Local Bus Working Group

## **Item 14, Appendix 2**

- Mass Transit Working Group
  - TransPennine Route Upgrade Working Group
- Act as Chair of the Transport Committee when the Chair is unavailable.
- Together with the Chair, liaise with Officers to influence the agenda of Transport Committee meetings.
- In advance of meetings, establish personal familiarity with and understanding of matters and documents to be considered by Transport Committee.

### **Key skills and knowledge**

Key skills and knowledge required of the Deputy Chairs are:

- Excellent leadership skills.
- The ability to identify challenges and to build consensus amongst partners to secure effective decision-making.
- Specific knowledge and understanding of the different transport roles and functions of the Mayor, Combined Authority, and the Constituent Councils.

**WEST YORKSHIRE COMBINED AUTHORITY  
TRANSPORT COMMITTEE**

**ROLE PROFILE: TRANSPORT ENGAGEMENT LEAD**

*Five roles, one per Constituent Council area.*

*This role profile is in addition to the Ordinary Member role profile, as appropriate.*

**Purpose**

The main purpose of the Transport Engagement Lead is to:

- Act as a representative of the Combined Authority and the Mayor on local transport matters in the respective Constituent Council area.
- Act as a local engagement lead on local transport matters in the respective Constituent Council area, to ensure local engagement in the Combined Authority's transport activity.
- Facilitate effective joint working between the Combined Authority and the respective Constituent Council on transport matters, in partnership with the respective Portfolio Holder.

**Key duties and responsibilities**

The main duties and responsibilities of the Transport Engagement Lead are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Hold and lead a minimum of two regular open local transport forums in the respective Constituency Council area to secure engagement in the local transport activity of the Combined Authority, including amongst local elected representatives, respective members of the Transport Scrutiny Committee and other local stakeholders and community groups.
- Report back to Transport Committee a summary of the main finding of local transport forums.
- Correspond regularly with the Deputy Chair to ensure that the Deputy Chair maintains a good working knowledge of local transport matters across West Yorkshire.
- Maintain an effective working relationship with the respective Portfolio Holder for the Constituent Council.

**Key skills and knowledge**

Key skills and knowledge required of the Transport Engagement Lead are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

**WEST YORKSHIRE COMBINED AUTHORITY  
TRANSPORT COMMITTEE**

**ROLE PROFILE: ORDINARY MEMBER**

*10 roles.*

**Purpose**

The main purpose of Ordinary Members is to:

- Ensure that the business of the Transport Committee is informed by the broad range of transport issues, opportunities, and challenges across West Yorkshire.
- Secure broad engagement in the transport activity of the Combined Authority, including the fostering of joint working with the Combined Authority's Constituent Councils.
- Ensure effective transport policies and programmes are developed to meet the identified transport needs and agreed objectives for West Yorkshire.

It is not the purpose of Ordinary Members to review or scrutinise the transport activity of the Combined Authority; this role is undertaken by members of the Transport Scrutiny Committee.

**Key duties and responsibilities**

The main duties and responsibilities of Ordinary Members are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Though active contributions to the Transport Committee's business, ensure that a range of relevant interests are being addressed by the Transport Committee.
- Maintain effective working relationships with Officers of the Combined Authority as necessary, including occasional participation in meetings and workshops to inform transport policymaking.
- Attend Member working groups that may be established on specific topics from time-to-time.
- Participate in the respective local transport forum activity managed by the Transport Engagement Lead.

**Key skills and knowledge**

Key skills and knowledge required of the Ordinary Members are:

- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.



## **Item 14, Appendix 2**

### **WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE**

#### **ROLE PROFILE: CONSTITUENT COUNCIL TRANSPORT PORTFOLIO HOLDER**

*Five roles, one per Constituent Council.*

#### **Purpose**

The main purpose of the Constituent Council Transport Portfolio Holder is to:

- Act as a representative of the respective Constituent Council at West Yorkshire Transport Committee.
- Facilitate effective joint working between the Combined Authority and the respective Constituent Council on transport matters, in partnership with the respective Transport Engagement Lead.

#### **Key duties and responsibilities**

The main duties and responsibilities of the Constituent Council Transport Portfolio Holder are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Though contributions to the Transport Committee's business, ensure that opportunities are realised for co-ordination of the transport activity of the Combined Authority and respective Constituent Authority.
- Correspond regularly with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters across West Yorkshire.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Maintain an effective working relationship with the respective Transport Engagement Lead for the Constituent Council area.
- Attend as required any local transport forums organised by the respective Transport Engagement Lead.

#### **Key skills and knowledge**

Key skills and knowledge required of the Constituent Council Transport Portfolio Holder are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

**WEST YORKSHIRE COMBINED AUTHORITY  
TRANSPORT COMMITTEE**

**ROLE PROFILE: CITY OF YORK TRANSPORT PORTFOLIO HOLDER**

*One role.*

**Purpose**

The main purpose of the City of York Transport Portfolio Holder is to:

- Act as a representative of the City of York at West Yorkshire Transport Committee.
- Facilitate effective joint working between the Combined Authority and the City of York on transport matters.

**Key duties and responsibilities**

The main duties and responsibilities of the City of York Transport Portfolio Holder are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Though contributions to the Transport Committee's business, ensure that opportunities are realised for co-ordination of the transport activity of the Combined Authority and the City of York, as necessary.
- Correspond regularly with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters in the City of York, as necessary.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee, as necessary.

**Key skills and knowledge**

Key skills and knowledge required of the City of York Transport Portfolio Holder are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

**WEST YORKSHIRE COMBINED AUTHORITY  
TRANSPORT COMMITTEE**

**ROLE PROFILE: LOCAL ENTERPRISE PARTNERSHIP BOARD MEMBER**

*Two roles. One of the two members will hold voting rights.*

**Purpose**

The main purpose of the Local Enterprise Partnership Board Members is to:

- Act as a representative of the Local Enterprise Partnership Board at the Transport Committee.
- Ensure that the interests of the private sector are represented in the business of the Transport Committee.

One of the Local Enterprise Partnership Board Members will have a particular regard to:

- Ensure that the needs of the private sector are considered as part of strategic transport policy matters.
- Secure a link between the Transport Committee and Transport for the North Board, also being the Local Enterprise Partnership's nomination to that body.

One of the Local Enterprise Partnership Board Members will have a particular regard to

- Ensure the needs of the private sector are being considered as part of the operation and priorities for the local transport network.

**Key duties and responsibilities**

The main duties and responsibilities of the Local Enterprise Partnership Board Members are to:

- Attend and contribute to meetings of the West Yorkshire Transport Committee.
- Correspond with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters of importance to the private sector across West Yorkshire.
- Maintain effective working relationships with Officers of the Combined Authority.

**Key skills and knowledge**

Key skills and knowledge required of the Local Enterprise Partnership Board Members are:

- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

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*A proposed future Terms of Reference is set out below in the format used in the Combined Authority Constitution.*

*The Terms of Reference would be subject to formal agreement at the Annual Meeting of the Combined Authority as part of the standard annual governance process.*

## Part 3

### Section 2.3 - Terms of Reference

#### Transport Committee

The Transport Committee is authorised:

1. To carry out any Non-Mayoral transport function<sup>1</sup> of the Combined Authority or any other Non-Mayoral function<sup>2</sup> related to transport, including:
  - a) progressing the elements of the Strategic Economic Framework that fall within the remit of this committee, by
    - approving, amending or revoking any policy, investment priorities, strategy or plan<sup>3</sup>
    - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
  - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the Strategic Economic Framework where appropriate,
  - c) submitting bids for devolved and other funding,

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<sup>1</sup> Functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009

<sup>2</sup> Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021

<sup>3</sup> With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination

## Item 14 Appendix 3

- d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
- e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework<sup>4</sup>, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):
  - making a decision to progress the scheme<sup>5</sup> <sup>6</sup>or
  - making any recommendation to the Combined Authority<sup>7</sup> or the Mayor<sup>8</sup> about progressing the scheme, and
  - reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent<sup>9</sup> where that consent has yet to be given<sup>10</sup>,
- any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination<sup>11</sup>, or
- any function which is reserved to the Combined Authority<sup>12</sup>.

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<sup>4</sup> Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

<sup>5</sup> Including determining change requests

<sup>6</sup> With the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority.

<sup>7</sup> Or to any other committee or relevant officer with delegated authority to make the decision

<sup>8</sup> The Mayor will determine any aspect of a scheme which is a Mayoral Function

<sup>9</sup> These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

<sup>10</sup> In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

<sup>11</sup> The 2021 Order provides that these matters require the support of the Mayor

<sup>12</sup> The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan

### Item 14 Appendix 3

2. To advise the Combined Authority in respect of any Non-Mayoral Function which is a transport function or function related to transport.
3. To advise the Mayor in respect of any Mayoral General Function<sup>13</sup> which is a transport function or other function related to transport, including the preparation of the Local Transport Plan and related strategies, and bus franchising functions.
4. To liaise with the Climate, Energy and Environment Committee and the Place, Regeneration and Housing Committee to secure the decarbonisation of transport infrastructure including planning for sustainable development and flood risk management.
5. To promote, in collaboration with other committees,
  - equality and diversity,
  - inclusive growth,
  - tackling the climate emergency, and
  - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee<sup>14</sup>.

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<b>To be of effect from:</b>	

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<sup>13</sup> Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation

<sup>14</sup> That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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**A Review  
Of  
Members' Allowances  
For the  
Co-opted Members  
Appointed to the  
West Yorkshire  
Combined Authority  
Transport Committee**

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**A Report**

**By the**

**Independent Remuneration Panel**

**Dr Declan L. G. Hall (Chair)  
Carolyn Lord  
Very Reverend George Nairn-Briggs**

March 2022

## **Executive Summary**

The IRP recommends that the following remuneration is paid to co-opted Members on the West Yorkshire Combined Authority:

*	Two Deputy Chairs:	£13,731
*	Five Engagement Leads:	£3,663
*	Ten other Ordinary Co-opted Members:	£2,616

That the WYCA considers applying indexation in future years but may wish to do so as part of a wider application of all co-optees remuneration.

That the proposed remuneration for co-opted Members on the WYCA Transport Committee is implemented from the date the new governance arrangements are established, which is on the date of the WYCA Annual Meeting on 23<sup>rd</sup> June 2022.

**REVIEW OF MEMBERS' ALLOWANCES**  
**BY THE**  
**INDEPENDENT REMUNERATION PANEL**  
**FOR THE**  
**CO-OPTED MEMBERS**  
**APPOINTED**  
**TO THE**  
**WEST YORKSHIRE COMBINED AUTHORITY**  
**TRANSPORT COMMITTEE**  
**March 2022**

**Introduction - Context**

1. This report contains the recommendations of the Independent Remuneration Panel (IRP or Panel) appointed to review allowances for Members co-opted onto the West Yorkshire Combined Authority (WYCA) Transport Committee. The first review by this IRP for similar roles was carried out in January 2014 in advance of the establishment of the WYCA on 1<sup>st</sup> April 2014. The central dilemma for the IRP at the time was that it was being asked to settle on the worth of the posts under consideration without having experience of the new roles and responsibilities to be undertaken by the co-opted Members on a number of WYCA committees, including the Transport Committee. Consequently the IRP was reconvened 12 months later to assess the validity of its judgements from the first report in light of experience.
2. The second review, see May 2015 Report, did not make any changes to its original recommendations in the January 2014 Report. However, it did express a view that it welcomed the opportunity at a future review to revisit the variables utilised in arriving at recommendations, particularly in relation to the remuneration of the ordinary Members of the WYCA Transport Committee.
3. This review has been prompted by the transition of the WYCA to a Mayoral model of governance, which has recast the combined authority's governance arrangements. In turn, the role and function of the WYCA Transport

Committee has been reviewed reflecting the significance of the WYCA's and Mayor's transport powers and activities.

## The Regulatory Context

4. It is noted that the 2021 Order does not permit the Authority to remunerate any of its Members with the exception of the Mayor and Deputy Mayor. The powers to pay remuneration to co-opted Members appointed to the Authority's Transport Committee derive from the Authority's general powers conferred by section 113A of the Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act), in that it is something that the Authority could reasonably consider to be "appropriate for the purposes of carrying out of any of its functions".
5. Secondly, these powers operate in tandem with the residual powers as applicable from the Local Authorities (Members' Allowances) (England) Regulations 2003 SI2003/1021. These Regulations apply in part to Integrated Transport Authorities (ITAs), in particular permitting the remuneration of Co-opted Members appointed to ITAs. The WYCA is a successor to and exercises the functions of an ITA. Therefore it has powers to remunerate the co-opted Members appointed to the Authority's Transport Committee.
6. Although the Authority has reconvened its statutory mayoral IRP it has no statutory duties regarding remuneration of co-opted Members appointed to any of the Authority's committees, and as such any recommendations the IRP makes are not statutory maximum levels as with recommendations regarding the Mayoral remuneration. However the Authority has tasked the Mayoral IRP to consider remuneration for co-opted members on the Authority's Transport Committee to bring an external validation to any remuneration they might receive and to follow good practice in this respect.
7. The IRP has continued to apply similar principles that IRPs employ in reviewing allowances schemes for their respective district councils. Consequently, the IRP has as far as practically possible followed the spirit of the *Local Authorities (Members' Allowance) (England) Regulations 2003* and 2006 Statutory Guidance on Members Allowances, unless there is a valid Combined Authority reason not to do so.

## The IRP

8. The WYCA reconvened its IRP consisting of the following Members:
  - Dr Declan Hall (Chair):  
Formerly 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 SCRCA.

- Carolyn Lord:  
Former member of Leeds IRP (and formerly WYITA IRP), Independent Person for WYCA (and predecessor authorities) solicitor in commercial practice, specialising in town and country planning and related areas of law, Chair of Leeds Conservatoire, member of the Luminate Education Group Board and trustee of Yorkshire Sculpture Park.
- Very Reverend George Nairn-Briggs AKC DL:  
Former Chair of Wakefield Standards Committee; formerly a Whitehall Press Officer, Bishop's Advisor on Social Responsibility and Dean of Wakefield; currently Dean Emeritus and since 2006 a Deputy Lord Lieutenant of West Yorkshire

9. The Review was supported and serviced throughout by the following Officers:

- Khaled Berroum, Statutory Scrutiny Officer, WYCA
- Sarah Naylor, Member Support Assistant, Legal & Governance Services, WYCA

## Terms of Reference

10. The IRP was given the following terms of reference:

- A. The IRP is requested to make a recommendation to the Combined Authority in respect of the remuneration for Co-opted Members taking up the following roles in the proposed Transport Committee membership:
  - **Deputy Chair** (2 roles)
  - **Transport Engagement Lead** (5 roles)
  - **Ordinary member** (10 roles)
- B. Other proposed roles on the Transport Committee do not qualify for remuneration under the terms of the Combined Authority's Members' Allowances Scheme.
- C. A recommendation is requested in the form of a report to the Combined Authority.

11. In arriving at a recommendation, the IRP is asked to:

- Establish an understanding of the functions, powers, responsibilities and funding for the new mayor and mayoral combined authority over which Transport Committee will exercise delegated powers and advisory roles.

- Establish an understanding of the new proposed Transport Committee arrangements, in the context of the Combined Authority's and the Mayor's ambitious and growing transport programme and agenda.
- Establish an understanding of roles identified in the review, and in particular the roles of Deputy Chair, Transport Engagement Lead and Ordinary member.
- Interview relevant members and officers.

### **The Approach taken by the IRP**

12. Due to the ongoing issues surrounding the current Covid pandemic the IRP met virtually on the following occasions:
  - 23<sup>rd</sup> February 2022
  - 24<sup>th</sup> February 2022
  - 25<sup>th</sup> February 2022
  - 2<sup>nd</sup> March 2022
13. Having previously been provided with full briefing packs following email discussion about what was required, it was at these meetings that the IRP considered all the relevant information and evidence and to meet with relevant Members and Officers of the WYCA. The meetings with Officers were to obtain factual briefings and the meetings with Members were to obtain qualitative feedback on how they envisaged the co-opted Member roles will develop in the revised WYCA Transport Committee in the relatively new Mayoral governance model. All co-opted Members of the WYCA Transport Committee were given the opportunity to make a written submission to the IRP – one of which was received.
14. As on similar occasions in the past, for benchmarking purposes the IRP took into account the allowances payable in the constituent councils, payments to Members of other West Yorkshire-wide bodies and the other Combined Authority Transport Committees. For further details of the interviewees and full range of evidence considered by the IRP see:
  - Appendix 1: for list of Co-opted Members and WYCA Officers who met with the IRP
  - Appendix 2: for list of written evidence reviewed by the IRP
  - Appendix 3: for full details on benchmarking data

### **Observations/Comments: making recommendations in absence of experience**

15. A major dilemma for the IRP in establishing the worth of the posts under consideration was that it conducted the review without there being experience of the new roles and responsibilities that will be undertaken by the Members appointed to the WYCA committees. The IRP was being asked to make recommendations for the respective roles on the revised Transport Committee

without actual experience of how the new Transport Committee will operate in practice; the model in relation to transport is bespoke and not comparable to other metropolitan combined authorities' governance regimes. It is difficult to accurately assess the size of the roles on the new Transport Committee without that actual experience.

16. As such the recommendations of this review do not reflect what may evolve to be the case in practice. It is very much a snapshot of what the IRP can ascertain at this particular time, which is an *a priori* assessment. There may well be a case for the IRP to revisit its recommendations some time in the near future. This may be the case in relation to the new Transport Committee and how it relates to other structures and roles within the WYCA. As stated, this issue is further compounded by the fact that the governance model in relation to transport adopted by the WYCA is unique.

### **The problem of meaningful benchmarking**

17. While the IRP has, in the spirit of the 2003 Regulations and 2006 Statutory Guidance that applies to IRPs for principal councils, made reference to and where applicable related its recommendations to certain allowances paid in the nominating councils it has been difficult to undertake wider benchmarking.
18. The IRP in particular looked at allowances paid to other West Yorkshire-wide bodies and in the main felt they were not relevant for benchmarking purposes for the following reasons:
  - West Yorkshire Police & Crime Panel: allowances are paid via the schemes of the nominating councils and the levels paid, particularly for ordinary Members, are at legacy levels that relate to when there was a separate West Yorkshire Police Authority
  - West Yorkshire Fire & Rescue Authority: this body is a separate precepting authority and the remuneration levels particularly for ordinary Members reflect this distinctive constitutional and legal basis
  - WYCA Scrutiny Committees: whilst the three Scrutiny Committees serve an important function, the nature of these committees, and therefore the allowances paid to their Members, requires a lower degree of involvement and responsibility than the WYCA Transport Committee
19. Benchmarking against equivalent committees on the other Combined Authorities proved to be very difficult, partly due to the different nature of how they constituted their transport-related governance arrangements but also partly due to the ways and means by which their respective allowances have been arrived at and the levels payable.

20. In particular the IRP noted the following:

- Liverpool City Region & West Midlands CA Transport Committees: the allowances paid to Transport Committee Members in these two bodies appear to be at legacy levels and largely reflect the levels payable when they were separate Integrated Transport Authorities
- North East Joint CA Transport Committee: the nature and scope of Transport related issues and therefore Transport governance in the North East are so different from that in West Yorkshire as to make comparisons in remunerated difficult to stand up
- Greater Manchester CA Transport Committee: while in many ways Greater Manchester CA is the most comparable CA to West Yorkshire the method, via the nominating councils, of remunerating Members of the GMCA Transport Committee means there is no consistency. Half of the GM Councils remunerate at legacy levels, and the other half have either decided to pay nothing (Manchester) or in a recent review in Bury (November 2021) recommended drastically reducing the remuneration. In Wigan (see November 2019 review) which traditionally holds the Chair of the GMCA Transport Committee assessed the Chair's SRA at £5,290 and pays no other roles on the GMCA Transport Committee

21. As can be seen while the IRP, for robustness and to ensure a rigorous methodology could be shown, undertook benchmarking in the end it proved not to be particularly fruitful.

### **The importance of the WYCA Transport Committee**

22. Finally, another key observation by the IRP was that it is clear that transport (in all its forms) is a key issue for the WYCA and a priority for the Mayor. Transport is different to WYCA's other priorities given the specific role and duties WYCA has as the statutory Transport Authority. In turn, this centrality is reflected in the powers and responsibilities of the WYCA Transport Committee and the roles undertaken by its co-opted Members. While the WYCA has established seven thematic committees Transport has oversight of the largest portion of the capital programmes and a significant role in respect to non-discretionary transport powers, which are greater in scope and impact than most other committees. This is partly reflected by the fact that it is the only thematic committee thus far that has appointed separately co-opted Deputy Chairs and ordinary Members.

23. While certain transport powers are reserved to the Mayor and/or the WYCA there will be delegated powers assigned to the Transport Committee to support the WYCA/Mayoral plans to deliver ambitious transport programme mainly relating to:



- Bus Reform – delivering the Mayor's pledge to return buses to public ownership, including development of the Enhance Partnership and the assessment of the case for franchising
  - Mass Transit – advising the Mayor and WYCA 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), previously overseen by the Investment Committee of the CA and oversight of transport-related revenue funding
24. There are substantial monies assigned to the transport function of the WYCA and the Transport Committee in particular will be assigned powers in relation to approving significant transport-related capital projects subsequent to WYCA approval at decision point 2 of the Assurance Framework, currently capped at £3m. One of the most significant funding streams will be the West Yorkshire Transport Fund of £1b, started in 2015 but increasing work from next year up to 2035 and the CRSTS programme of £830m which commences in 2022/23 for five years.
25. As a consequence of the centrality of the Transport Committee in the Mayor's and WYCA's delivery of an ambitious transport programme the IRP has concluded that the roles under consideration do merit a remuneration.

### **IRP Recommendations: Transport Committee Co-opted Members Remuneration**

26. The current remuneration (£4,500) for co-opted Members on the Transport Committee was arrived at by following the approach set out in the 2006 Statutory Guidance and is commonly followed by IRPs in principal councils. Essentially, it is a time-based approach, with an input assessment multiplied by an appropriate rate of remuneration. In 2014 the remuneration for the Transport Committee was arrived at by assessing the time input required at 40 days per year multiplied by £112.50 per day, which was the mean gross daily salary for all full time employees in West Yorkshire as published by the Annual Survey of Hours and Earnings (ASHE) in 2013. By multiplying 40 days input by £112.50 per day it arrives at £4,500.
27. In the 2015 review the IRP did not change the remuneration of ordinary co-opted Members on the Transport Committee. It did however flag up that 40

days assessment was probably on the high side and that the IRP would welcome the opportunity to revisit this assessment at a later date once the new WYCA Transport governance arrangements had bedded in. Indeed, the evidence gathered from the IRP's interviews indicates that the time commitment assumed was on the high side and the IRP may well have been influenced by West Yorkshire Integrated Transport Authority legacy issues.

28. The IRP has not changed the original methodology in arriving at the remuneration for the ordinary co-opted Members appointed to the new Transport Committee. It has arrived at their recommended remuneration by factoring an assessed time input by an appropriate day rate as follows:

#### **Time Input for Co-opted Members on Transport Committee**

29. The IRP notes that it is intended to have eight full meetings of the Transport Committee per year. Also the IRP was informed that there will not be a great deal of work on the part of the co-opted Members on the Transport Committee outside the formal setting of the meetings. On the other hand, the papers and agendas that require reading for the meetings will be substantial, as well as some additional occasional research as required. Finally for the majority of co-opted Members on the Transport Committee there will be a small element of travel to attend these meetings. As such, the IRP has assessed the maximum time inputs of ordinary co-opted Members on the WYCA Transport Committee at 20 days per year.

#### **Rate of Remuneration for Co-opted Members on Transport Committee**

30. The IRP received no evidence to alter the current rate of remuneration that was utilised by the IRP in 2014 in arriving at the recommended remuneration currently paid to co-opted Members on the Transport Committee, which is the mean gross daily salary for all full time employees resident in West Yorkshire, but updated for 2021 (latest figures available from ASHE). A similar authority-specific rate of remuneration is most often adopted by statutory IRPs for principal councils in arriving at their respective Basic Allowances. It links ordinary Members' remuneration to the average earnings of their constituents and therefore is robust and the most defensible rate available.
31. In 2021 the mean gross weekly salary of all full time employees resident in West Yorkshire was £654.10, which the IRP divided by 5 working days to arrive at a daily rate of £130.82. By multiplying 20 days per year assessed input by a daily rate of remuneration of £130.82 it equates to £2,616.
32. **The IRP recommends that the co-opted Members appointed to the new Transport Committee (2022/23) should receive a remuneration of £2,616.**
33. The IRP notes that as things stand only the Transport Committee has co-opted Members appointed to it that are remunerated. This situation may well change in the future and if it does the IRP emphasises that the recommended remuneration for the co-opted Members on the Transport Committee is not setting a precedent. Indeed, the IRP also emphasises that it would welcome

the opportunity to revisit the variables utilised in arriving at this recommendation after there has been suitable experience of how the new Transport Committee operates.

### **The two Deputy Chairs co-opted onto the WYCA Transport Committee**

34. An obvious issue for the IRP to disentangle was the relative workloads and responsibilities of the two Deputy Chairs of the new Transport Committee and the Chair and the respective portfolio holders from the appointing councils that also co-opted onto the Transport Committee. The WYCA Transport Committee Chair is also the WYCA Portfolio Lead for Transport.
35. The WYCA has appointed all of its Leaders of the constituent councils or the Mayor to each chair a thematic committee. It is accepted that the Leader's SRA each receives back at their constituent council should recognise the wider roles that all Council Leaders are expected to carry out these days, similarly with the Mayor's remuneration. It is recognised that chairing the WYCA Transport Committee is the most substantial of the chairing of the thematic committees in both terms of complexity and workload, thus the appointment of two co-opted Deputy Chairs.
36. While the Transport Committee Chair and in turn the WYCA/Mayor will have final accountability for the Transport function in West Yorkshire they will be depending heavily on the Deputy Chairs for delivery and actually putting in the necessary leg work. The main purpose of the Deputy Chairs is to
  - Support the leadership role of the Mayor on local transport matters in West Yorkshire, with a particular focus on the Combined Authority's transport related delivery roles.
  - Support the leadership role of the Chair and Combined Authority Portfolio Lead for Transport, including to facilitate effective decision making on transport matters though consensus building across partners in West Yorkshire.
  - Act as a member lead for the Combined Authority's day-to-day relationships with transport operators and other key partner organisations as relevant.
37. In effect it is an issue of capacity, the Deputy Chairs will bring capacity to the already overloaded demands that will be placed on the Mayor and Transport Committee Chair/Transport Portfolio Lead. They will be expected to have the necessary regular meetings with Operators and other relevant stakeholders, such as
  - West Yorkshire Bus Alliance
  - Bus Expert Panel
  - Train Operators' Forum
  - Rail Expert Panel
  - West Yorkshire Strategic Rail Partnership

38. They will also be expected to attend and have leading political input to transport related forums and working groups as might exist from time to time, including regular contact with Combined Authority officers. Currently this includes:
- Decarbonisation and Emissions Working Group
  - Active Travel Working Group
  - Mass Transit Working Group
  - TransPennine Route Upgrade Working Group
39. The Deputy Chairs will also have the relevant political engagement with the nominating councils and the respective Transport Leads/Portfolio Holders to maintain a good working knowledge of local transport matters across West Yorkshire.
40. Clearly the workload of the two Deputy Chairs will be substantial, in effect combined with their workload commitment at their nominating council they will be full-time roles. What is less clear is the level of responsibility they will exercise. Their responsibilities will be more oblique. The Deputy Chairs will need to influence the decision makers, feed their work into the decision making process and generally act as the fulcrum for work of the Transport Committee.
41. Under the current arrangements the single Deputy Chair who is also Lead Member for Public Transport receives the Chair's remuneration of £29,300. But this is recognised as an anomaly and an intermediate interim remuneration that reflects the former constitution of the Authority and that a single Deputy Chair is in place. The IRP also notes that the Lead Member for Active Travel currently receives £14,420, a remuneration that was originally set in 2014 for a single Deputy Chair as a proportion of the recommended remuneration for the Chair of the Transport Committee. However, there will be two Deputy Chairs with the objective of securing a balanced and manageable workload for each. It is also envisaged that each Deputy Chair will have a distinctive remit, although there is flexibility for the division to be decided in accordance with priorities and other relevant factors from time to time.
42. The current approach to remuneration can no longer be adopted as there will no longer be a remuneration for the Transport Committee Chair so therefore the remuneration for the Deputy Chairs cannot be arrived at by setting it as a proportion of the Chair's remuneration. Instead, the IRP has utilised an analogy approach. There were analogies drawn to the role being divided akin effectively to a well-functioning job-share, where overlap time is built in to ensure continuity. Evidence was given that perhaps the Deputy Chair roles and responsibilities would be similar to a Deputy Executive Member in the nominating councils.
43. Another reference point for the IRP was to compare the role of the two Deputy Chairs to that of Executive Members/Portfolio Holders in the nominating councils, who on average are paid an SRA of £18,308. This role seemed to

have some comparability. However, the IRP has not drawn a direct analogy for the following reasons:

- There will be two Deputy Chairs: while it is a full time role when combined with their commitment back at their nominating council by having two Deputy Chairs there is an element of job sharing involved
  - The formal executive powers of the two Deputy Chairs will not be on a legal or constitutional par with Executive Members in the nominating councils. While the two Deputy Chairs will be hugely influential they simply do not have the delegated executive powers that Executive Members in nominating councils are given under the relevant provisions of the Local Government Act 2000
44. Thus, the IRP has taken the starting point figure of £18,308 (mean SRA paid to Executive Members in the nominating councils) and discounted it by one quarter. In other words the size of the role of the two Deputy Chairs is assessed at 75 per cent of the mean SRA paid to Executive Members in the nominating councils. This equates to £13,731. The assumed time allocation reflects also the members' time commitment and that associated with the Basic Allowance paid at their respective nominating council to the Deputy Chairs. The IRP also notes that this recommendation is higher than the SRA paid to Executive Members at Calderdale (£12,670) and at Kirklees (£12,863).
45. **The IRP recommends that the two Deputy Chairs are remunerated at £13,731 per year each.**
46. The IRP notes that it may well have been minded to recommend a higher remuneration if there was a single Deputy Chair but as noted by having two Deputy Chairs there is an element of job sharing involved while recognising it was deemed necessary to appoint two Deputy Chairs due to the size of the transport brief. The IRP would welcome an opportunity to revisit this assessment at in the near future when substantial experience of how the roles operate in practice has been gained.

### **The five Engagement Leads**

47. Under the new Transport Committee governance arrangements the five District Consultation (DC) Sub-Committees that are currently based on the five West Yorkshire constituent councils will be replaced by five Engagement Leads. Their main purpose is to:
- Act as a representative of the Combined Authority and the Mayor on local transport matters in the respective constituent council
  - Act as a local engagement lead on local transport matters in the respective constituent council area, to ensure local engagement in the Combined Authority's transport activity

- Facilitate effective joint working between the Combined Authority and the respective constituent council on transport matters, in partnership with the respective Portfolio Holder
48. They will be expected each year to hold and lead a minimum of two regular open transport forums in their respective constituent council area to secure engagement in the local transport activity of the Combined Authority, including amongst local elected representatives, respective members of the Transport Scrutiny Committee and other local stakeholders and community groups. It is readily expected that they will in practice hold more than two open transport forums. In turn they will be required to report back to the Transport Committee a summary of the main findings of the local transport forums.
49. The intent is for the Engagement Leads to operate in a more informal manner than the Consultative Sub-Committees thus enabling the Engagement Leads to engage more widely than is currently the case with the Consultative Sub-Committees. The expectation is that the Engagement Leads will maintain effective working relationships with officers of the Combined Authority including attendance at meetings outside the cycle of the Transport Committee. They will also be expected to maintain effective working relationships with their respective Transport Portfolio Holder for their constituent council. Finally, they will be expected to correspond regularly with the relevant Deputy Chair to ensure that the Deputy Chair maintains a good working knowledge of local transport issues across West Yorkshire.
50. The IRP concluded that the Engagement Leads did merit a remuneration above and beyond that of the other ordinary Members of the Transport Committee. In arriving at their recommended remuneration the IRP has utilised the same approach it applied in arriving at the recommended remuneration for the Chairs of the District Consultative Sub-Committees, namely assigning an additional number of days to the role and multiplying those days by the rate of remuneration.
51. The IRP has assessed the role of the Engagement Leads to be eight more days per year than the role of the ordinary Members of the Transport Committee. The IRP arrived at this assessment by tying it in to the number of scheduled full meetings of the new Transport Committee. In total this gives the time input of the Engagement Leads at 28 days. Thus this gives a total assessed input of 28 days per year, multiplied by a rate of remuneration of £130.82 per day. This equates to £3,663.
52. **The IRP recommends that the five Engagement Leads each receive a remuneration of £3,663.**
53. Again, the IRP suggests that it would welcome the opportunity to revisit the assessed additional workload and approach to arriving at the recommended remuneration for the five Engagement Leads in light of experience of the roles in operation.

**Issues arising - Indexation**

54. The IRP notes that there is somewhat of an anomaly in the current WYCA Members' Allowances scheme regarding indexation of remuneration. In short, the Mayoral remuneration is indexed linked each year to the percentage annual cost of living salary increase as applied each year to staff (as set out in the annual agreement reached by the National Joint Council for Local Government Services – the NJC index). No such indexation applies to the remuneration of the co-opted Members on the committees of WYCA. The IRP feels that this disparity in indexation is inequitable and can see no reason for the divergence.
55. To address this anomaly **the IRP recommends that the WYCA considers applying indexation in future years but may wish to do so as part of a wider application of all co-optees remuneration.**

**Implementation**

56. **The IRP further recommends that the proposed remuneration for co-opted Members on the WYCA Transport Committee is implemented from the date the new governance arrangements are established, which is on the date of the WYCA Annual Meeting on 23<sup>rd</sup> June 2022.**

## APPENDIX 1: Members & Officers Who Contributed to the Review

### **Members:**

Tracy Brabin:	Elected Mayor, WYCA (Labour)
Cllr S. Hinchcliffe:	Current WYCA Transport Committee Chair, WYCA Lead Member for Transport, lead member for review (Labour – Bradford/Leader)

### **Written Responses from Members received**

Cllr K. Groves:	Deputy Chair of Transport Committee, Lead Member, Public Transport (Labour – Leeds)
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### **Officers: The IRP received a briefing from the following Officers:**

Ben Still	Managing Director
David Pearson	Director for WYCA Transport & Property Services
Richard Crabtree	Rail Development Manager, WYCA, Transport Committee Review Lead
Craig Taylor	Head of Portfolio Management, WYCA
Helen Ellerton	Transport Policy/Strategy Lead, WYCA



## APPENDIX 2: Written Information Received and Considered by the IRP

1. WYCA produced Briefing paper for IRP, Remuneration for Co-opted Members for the Transport Committee, including Terms of reference
2. Briefing/Scoping Paper for IRP, background, context and issues to address, by IRP Chair, D. Hall (PhD)
3. WYCA Transport Committee Report, Transport Committee Review, 17 September 2021
4. WYCA Committee Report, Transport Committee Review, 3 February 2022
5. WYCA Members' Allowances Scheme, 2021/22
6. WYCA governance structure diagram
7. WYCA IRP, A Review of Members' Allowances for the Co-opted Members of the WYCA, The First Report, January 2014
8. WYCA IRP, A Review of Members' Allowances for the Co-opted Members of the WYCA, The Second Report, May 2015
9. Allowances schemes (2021/22 – except where indicated) for 5 West Yorkshire + City of York Councils, namely
  - Bradford
  - Calderdale
  - Kirklees
  - Leeds
  - Wakefield
  - York
10. WY Fire & Rescue Authority, Members' Allowances Scheme, 2021/22
11. Centre for Public Scrutiny, Transport governance in combined authorities, 2020 that contains synopsis of remuneration paid at other CA Transport Committees, namely
  - LCR, The Merseytravel Committee
  - SCR, Transport Committee
  - NE/North of the Tyne Combined Authorities Joint Transport Committee
  - WMCA Transport Delivery Committee
  - Information on GMCA Transport Committee Remuneration synthesised from 10 GM allowances schemes + some selection of recent IRP reviews in GM

12. Department of Communities and Local Government (DCLG): *New Council Constitutions: Guidance on Regulation for Local Authority Allowances*, May 2006
13. The Local Authorities (Members' Allowances) (England) Regulations 2003 SI 2003/1021
14. Annual Survey of Hours & Earnings, Mean/Median gross weekly pay for all full time employees in Yorkshire & Humber + West Yorkshire Metropolitan County, Table 8.1a (Home Geography), 2021

## APPENDIX 3: Summaries of Allowances schemes utilised for Benchmarking Purposes

BM1 WYCA Transport Committee BM Group - Other WY Mets + York: BA + Exec + Scrutiny SRAs (20/21 unless indicated)								
Comparator Council	Basic Allowance	Leader	Leader Total	Deputy Leader	Executive Members	Assistant or Deputy Execs	Chair Main O&S	Chairs/Lead Scrutiny
Bradford	£13,463	£37,056	£50,519	£18,528	£25,939	£11,117	£12,970	£12,970
Calderdale (19/20)	£10,559	£31,677	£42,236	£15,839	£12,670	N/A	N/A	£7,919
Kirklees	£14,002	£26,364	£40,366	£19,772	£12,863	N/A	£11,577	£6,432
Leeds	£16,280	£42,139	£58,419	£27,390	£25,283	£12,642	N/A	£21,069
Wakefield	£12,035	£36,721	£48,756	£19,209	£14,426	£5,478	£9,643	£9,643
York	£10,371	£31,113	£41,484	£21,778	£18,668	N/A	£7,778	£6,223
Mean	£12,785	£34,178	£46,963	£20,419	£18,308	£9,746	£10,492	£10,709
Median	£12,749	£34,199	£45,496	£19,491	£16,547	£11,117	£10,610	£8,781
Highest	£16,280	£42,139	£58,419	£27,390	£25,939	£12,642	£12,970	£21,069
Lowest	£10,371	£26,364	£40,366	£15,839	£12,670	£5,478	£7,778	£6,223
Mean Ratios	Leader = 2.7 X BA	100%		60%	54%	53%	31%	31%

<b>BM2 WYCA Transport Committee BM Group - Other WY Mets + York: BA + Exec + Scrutiny SRAs (20/21 unless indicated)</b>									
<b>Comparator Council</b>	<b>Chair of Planning</b>	<b>V/Chair of Planning</b>	<b>Chair of Licensing</b>	<b>V/Chair Licensing</b>	<b>Chairs Liquor Licensing Panels/Subs</b>	<b>Mbrs Licensing</b>	<b>Chair of Audit &amp;/or Governance</b>	<b>Chair Standards</b>	<b>Chair HR or Personnel</b>
<b>Bradford</b>	£12,970		£12,970			£2,965	£12,970	£3,706	£7,411
<b>Calderdale (19/20)</b>	£9,502		£6,335		£3,167		£6,335	£3,167	
<b>Kirklees</b>	£6,432		£5,147		£3,860		£2,572	£2,572	
<b>Leeds</b>	£14,749		£9,481			£632	£8,428	£2,739	
<b>Wakefield</b>	£9,643	£3,240	£9,069	£5,478			£6,362	£9,069	
<b>York</b>	£9,934		£7,778				£7,778		
<b>Mean</b>	<b>£10,538</b>		<b>£8,463</b>		<b>£3,514</b>	<b>£1,799</b>	<b>£7,408</b>	<b>£4,251</b>	
<b>Median</b>	<b>£9,789</b>		<b>£8,424</b>		<b>£3,514</b>	<b>£1,799</b>	<b>£7,070</b>	<b>£3,167</b>	
<b>Highest</b>	<b>£14,749</b>		<b>£12,970</b>		<b>£3,860</b>	<b>£2,965</b>	<b>£12,970</b>	<b>£9,069</b>	
<b>Lowest</b>	<b>£6,432</b>		<b>£5,147</b>		<b>£3,167</b>	<b>£632</b>	<b>£2,572</b>	<b>£2,572</b>	
<b>Mean Ratios Leaders' SRA</b>	<b>31%</b>		<b>25%</b>		<b>10%</b>	<b>5%</b>	<b>22%</b>	<b>12%</b>	

<b>BM3 WYCA Transport Committee BM Group - Other WY Bodies (20/21 unless indicated)</b>								
<b>Payments to Members appointed to the West Yorkshire Crime &amp; Police Panel</b>								
<b>Comparator Council</b>	<b>Ordinary Member SRA</b>	<b>Chair's SRA</b>	<b>Chair Complaints Sub SRA</b>					
<b>Bradford</b>	£6,133							
<b>Calderdale (19/20)</b>	£6,379	£11,696	£7,443					
<b>Kirklees</b>	£6,288							
<b>Leeds</b>	£6,543	£11,995						
<b>Wakefield</b>	£6,508		£7,593					
<b>York</b>								
<b>Payments to Members appointed to the West Yorkshire Fire &amp; Rescue Authority</b>								
	<b>Basic Allowance</b>	<b>Chair's SRA</b>	<b>Deputy Chair's SRA</b>	<b>Executive Committee</b>	<b>Committee Chairs (X4)</b>	<b>Deputy Chairs &amp; Executive Committee</b>	<b>Main Opposition Leader</b>	<b>Minor Opposition Leader</b>
	£3,840	£21,183	£10,592	£4,238	£4,238	£1,059	£4,238	£1,059
<b>Payments to WYCA Overview &amp; Scrutiny Committee</b>								
	£648	£7,341	£1,296					

<b>BM4 WYCA Transport Committee BM Group - Other CA Transport Committees (20/21)</b>								
<b>Comparator CA TC</b>	<b>Ordinary Member</b>	<b>Chair</b>	<b>Deputy Chair</b>	<b>Lead Member Active Travel</b>	<b>Chair District Consultation Sub</b>	<b>Leader Main Opposition Group</b>	<b>Chairs Sub-Committees</b>	<b>Deputy Chairs Sub-Committees</b>
<b>GMCA TC</b>	£0 - £5,317	£5,139	£0 - £14,125				£0 - £15,171	£0 - £6,424
<b>LCRCA TC</b>	£5,675	£24,308	£9,975					
<b>NE Joint TC</b>	£3,290	£5,290	£4,290					
<b>SCRCA TC</b>	£0	£0	£0					
<b>WMCA TC</b>	£4,060	£20,527	£12,521					
<b>WYCA TC</b>	£4,500	N/A	£29,300	£14,420	£6,075	£11,940		
	GMCA Figures taken from GM Councils Allowances schemes/recent IRP reports							
	LCRA, NE Joint TC, SCRA & WMCA figures derived from Centre for Public Scrutiny, "Transport Governance in Combined Authorities							
	WYCA figures taken from current scheme							

## Comparative remuneration levels

### Existing Transport Committee

Existing roles on Transport Committee quality for remuneration as follows:

<b>Existing remunerated Transport Committee roles</b>	<b>Allowance per role (per annum)</b>
Lead Member, Public Transport and Deputy Chair	£29,300
Lead Member, Active Travel	£14,420
Chair of District Consultation Sub-Committee (5 roles)	£6,075
Leader of main opposition group	£11,940
Ordinary member (7 roles)	£4,500

The combined value of allowances available for the existing Transport Committee roles is £117,535.

### Future Transport Committee

The Independent Remuneration Panel has proposed remuneration for qualifying roles on the future Transport Committee as follows:

<b>Future remunerated Transport Committee roles</b>	<b>Allowance per role (per annum)</b>
Deputy Chair (2 roles)	£13,731
Transport Engagement Lead (5 roles)	£3,663
Ordinary member (10 roles)	£2,616

The combined value of allowances available to the future Transport Committee roles if these allowances are agreed is £71,937.

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**Report to:** West Yorkshire Combined Authority

**Date:** 17 March 2022

**Subject:** Minutes for Information

**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author:** Dominic Martin, Governance Services 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:	
Are there implications for equality and diversity?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## 1. Purpose of this report

- 1.1 To provide Members with details of the minutes of committees and panels, or notes of informal meetings of Members, that have been published on the West Yorkshire Combined Authority's website since the last meeting.

## 2. Information

- 2.1 The following minutes and notes have been published on the West Yorkshire Combined Authority's website and can be accessed [here](#):

- Economy Scrutiny Committee held on 19 January 2022
- Transport Scrutiny Committee held on 20 January 2022
- Corporate Scrutiny Committee held on 21 January 2022
- Employment and Skills Committee held on 24 January 2022
- LEP Board held on 26 January 2022
- Finance, Resources and Corporate Committee held on 2 February 2022
- Place, Regeneration and Housing Committee held on 7 February 2022
- Finance, Resources and Corporate Committee held on 3 March 2022

## 3. Tackling the Climate Emergency Implications

3.1 There are no 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 There are no equality and diversity implications directly arising from this report.

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

**9. External Consultees**

9.1 No external consultations have been undertaken.

**10. Recommendations**

10.1 That the minutes and notes of the Combined Authority's committees and panels be noted.

**11. Background Documents**

There are no background documents referenced in this report.

**12. Appendices**

None.