

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 4 AUGUST
2021 IN CITY EXCHANGE, 11 ALBION ST, LEEDS LS1 5ES**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE
PRESS AND PUBLIC**
- 4. GOVERNANCE ARRANGEMENTS**
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(Pages 9 - 18)
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Signed:



**Managing Director
West Yorkshire Combined Authority**

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Report to: Finance, Resources and Corporate Committee

Date: 4 August 2021

Subject: **Governance Arrangements**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Caroline Allen, Head of Legal and Governance Services

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 advise Finance, Resources and Corporate Committee of the governance arrangements approved by the West Yorkshire Combined Authority (the Combined Authority) at the Annual Meeting on 24 June 2021 in respect of the committee.
- 1.2 To consider the proposed work programme for the year.

2. Information

Finance, Resources and Corporate Committee

- 2.1 As Members will be aware the Finance, Resources and Corporate Committee is a new committee, taking on some of the decision making formerly undertaken by the West Yorkshire and York Investment Committee but also with a wider remit to consider finance and budget matters as well as other corporate matters.

- 2.2 At the Annual Meeting the Combined Authority resolved to appoint the Finance, Resources and Corporate Committee on the **terms of reference** attached as **Appendix 1** to this report.
- 2.3 The **quorum** of the Committee is 3.
- 2.4 The Combined Authority also appointed Mayor Tracy Brabin as Chair of the Committee and Sir Roger Marsh (OBE DL) as deputy.
- 2.5 The Combined Authority also agreed meeting dates for the Committee, as follows:
- 8 September 2021
 - 6 October 2021
 - 3 November 2021
 - 1 December 2021
 - 6 January 2022
 - 2 February 2022
 - 3 March 2022
- 2.6 Meetings have been scheduled monthly to enable matters to move at pace but the frequency can be adjusted as the workload is established. It is expected that the following areas of work will form part of the Committee's work during the year although they will not all necessarily appear at each meeting:
- Business plan preparation and monitoring
 - Budget oversight and preparations
 - Oversight of the medium term financial strategy and West Yorkshire Investment Strategy
 - Approvals to spend on projects – this will include corporate projects but the Committee may also consider other projects which do not align with the thematic committees or where an urgent decision is required
 - Monitoring of the revenue and capital budgets during the year
 - Consideration of organisational corporate strategies
 - Consideration of major staffing changes
- 2.7 The Committee may wish to consider if one of the members should be designated as Inclusivity Champion, in line with the approach being taken in the thematic committees.

3. **Tackling the Climate Emergency Implications**

- 3.1 The terms of reference require this, and all committees, to promote tackling the climate emergency implications in its actions.

4. **Inclusive Growth Implications**

- 4.1 The terms of reference require this, and all committees, to promote inclusive growth in its actions.

5. Equality and Diversity Implications

- 5.1 The terms of reference require this, and all other committees, to consider equality and diversity in its actions and decision making.

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 Finance, Resources and Corporate Committee notes the governance arrangements approved by the Combined Authority at the Annual Meeting on 24 June 2021.
- 10.2 That the Finance, Resources and Corporate Committee considers the proposed areas of work for it over the coming year.

11. Background Documents

None.

12. Appendices

Appendix 1 – Terms of Reference for the Finance, Resources and Corporate Committee

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Part 3

Section 2.3 - Terms of Reference

Finance, Resources and Corporate Committee

The Finance, Resources and Corporate Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority which relates to **finance, resources² or a corporate issue³**, including:
 - a) progressing any element of the Mayor's pledges,
 - b) approving, amending or revoking any policy, investment priorities, strategy or plan⁴,
 - c) delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
 - d) submitting bids for devolved and other funding,
 - e) oversight of the Leeds City Region Assurance Framework, and
 - f) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework⁵, including the following where authorised by a bespoke approval pathway and approval route for a scheme⁶ (after decision-point 2 only):

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009

² Including asset management, human resources, information and communications technology

³ Including equality, diversity and inclusion, knowledge and information management, procurement and purchasing, strategic risk management and business continuity, and health and safety, and any other issue which does not fall within the terms of reference of another committee.

⁴ 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

⁵ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

⁶ The Finance, Resources and Corporate Committee is authorised to make any decision within a bespoke approval pathway and approval route which was previously delegated to the West Yorkshire and York Investment Committee. It is also authorised to amend any bespoke approval pathway and

- making a decision to progress the scheme,^{7 8} or
- making any recommendation to the Combined Authority⁹ or the Mayor¹⁰ about progressing the scheme, and
- reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent¹¹ where that consent has yet to be given¹²,
 - 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 determination¹³, or
 - any function which is reserved to the Combined Authority¹⁴.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to **finance, resources or a corporate issue**, including:
- a) any budget proposed for the Combined Authority to approve,¹⁵
 - b) the setting of any levy,
 - c) any function of the Combined Authority relating to its role as accountable body for funding received for the Leeds City Region,

approval route which was approved by the Combined Authority before the municipal year 21-22, to provide for decisions to be taken by any thematic committee.

⁷ including determining change requests

⁸ 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

⁹ or to any other committee or relevant officer with delegated authority to make the decision

¹⁰ The Mayor will determine any aspect of a scheme which is a Mayoral Function

¹¹ 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

¹² 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

¹³ The 2021 Order provides that these matters require the support of the Mayor

¹⁴ 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

¹⁵ Including the Mayor's budget

- d) any recommendation in respect of any decision to be taken by the Combined Authority at decision-point 2 of the Leeds City Region Assurance Framework,
 - e) any proposal to amend the Leeds City Region Assurance Framework,
 - f) any proposal to amend a major policy or investment priorities, strategy or plan which is to be determined by the Combined Authority, and
 - g) any proposal to amend the Constitution.
3. To advise the Mayor in respect of any Mayoral General Function¹⁶ which relates to **finance, resources or a corporate issue**.
 4. 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.
 5. To respond to any report or recommendation from an overview and scrutiny committee¹⁷.

Document version control	
Municipal Year:	2021-22
Version:	1 – 21/22
Document approved by:	The Combined Authority
Date:	24 June 2021

¹⁶ 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.

¹⁷ 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

<i>To be of effect from:</i>	<i>24 June 2021</i>
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Report to: Finance, Resource and Corporate Committee

Date: 4 August 2021

Subject: **Financial Performance Report**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Jon Sheard

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Purpose of this report

- 1.1 To consider the 2020/21 final outturn and the 2021/22 financial position as at 30 June 2021.

2. Information

Financial Outturn 2020/21

- 2.1 The 2020/21 year had started with a balanced budget, though attention soon switched to revising the forecasts to take account of the national pandemic. These impacts were reported to committees throughout the year on a regular basis and action taken to manage the risks and impacts on budgets. This included successful representation to government for support grants alongside revised estimates and actions taken to reduce expenditure. In the final quarter of 2020/21, it became apparent from forecasting work that a balanced outturn would be achieved, and a surplus realised.
- 2.2 The final outturn for the year was a surplus, of which £1.4 million relates to a timing difference on election costs. A further £3 million has arisen primarily due to changes in concessionary fare reimbursement during the pandemic. The situation with regard to ongoing concessionary reimbursement and other

bus operator payments in the post-recovery period remains highly volatile and with significant levels of risk and uncertainty. Staff vacancies above forecasted levels, additional enterprise zone business rates receipts and investment income above previous forecasts and managed savings across a range of supplies and service budgets have also contributed. The table at **Appendix 1** summarises the final 2020/21 revenue budget position.

- 2.3 The final election costs are yet to be confirmed by partner authorities and there is a significant risk that the budgeted level of costs will be exceeded due to the additional requirements put in place to ensure COVID secure elections. It is expected therefore that up to £2 million may be required to meet the final costs which will be notified to the Combined Authority during 2021/22. Members will be aware of the pressures on the Combined Authority budget, and the work in updating the medium term financial strategy and preparing the 2022/23 budget will take this transfer to reserves into consideration and determine how this could contribute to meeting existing commitments and demands.
- 2.4 For information, the final 2020/21 Capital Programme expenditure budget position is attached at **Appendix 2**. The expenditure figures relate to the budgeted spend in 2020/21 rather than full programme life-time.

2021/22 Revenue Budget as at 30 June 2021

- 2.5 A summary of the 2021/22 current revenue spend to original budget as at June 2021 is attached at **Appendix 3**. A brief narrative and RAG rating is included to help identify those budget lines that are emerging as a concern. The ongoing impact of the national pandemic on this financial year are still emerging and will be brought to the attention of this committee at the earliest opportunity. These are related to the Covid-19 pandemic as mentioned above. Similar to last financial year, key impacts may be felt across commercial income, bus station costs, commission from travel card / MCard sales, bus revenues (for gross cost contracts) and transport service costs.
- 2.6 Regular forecasts will be undertaken during the year and key matters brought to future meetings. At present the key risk remains the impact of the pandemic, and in particular the way in which this impacts on bus recovery. It is still unclear what government funding is available to support this and how any funding will be distributed and how the bus industry will respond to the changing situation.
- 2.7 An update on the 2021/22 capital expenditure budgets will be provided to a future meeting, as quarter one claims from partners are still being processed at the time of writing.

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 These are contained in the main body of the 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 Committee notes the financial position as reported.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

Appendix 1 – 2020/21 Revenue Budget – final outturn

Appendix 2 – 2020/21 Capital budget – final outturn

Appendix 3 – 2021/22 Revenue Budget as at 30 June 2021

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Revenue Budget 2020/21 - Summary Outturn Report

Corporate/ Corporate Services, Transport & Property Services and Policy, Strategy & Comms	2020/21 Budget £000	Final Outturn £000	Variance £000	Notes
Employee Costs	15,402.6	16,487.5	1,085.0	Additional MCA Ready / Capacity posts - funded by Gainshare
Indirect Employee Costs	1,337.4	1,223.9	(113.6)	
Premises Costs	6,088.8	6,140.9	52.0	
Supplies and Services	1,921.7	3,403.2	1,481.5	Includes election / MCA costs - funded by Gainshare
ICT Related Costs	2,619.7	2,841.5	221.8	
Travel, Subsistence & Transport Costs	295.2	236.0	(59.2)	
Tendered Services	26,535.5	34,466.1	7,930.6	Covid 19 impact - funded by CBSSG / DfE Support Grants
Concessions	55,157.5	51,358.4	(3,799.1)	Covid 19 impact - reduced payments / service levels / national guidance
Grants and Agency costs	582.1	440.8	(141.3)	
Consultancy and Professional Services	1,527.7	1,754.6	227.0	
Financing Charges	6,676.4	7,355.1	678.7	Impact of 'borrowing' for Corporate Capital Schemes - potential to reverse in 21/22
Total Expenditure	118,144.5	125,708.0	7,563.5	
Funding - Grants - Levy	(92,198.0)	(92,198.0)	0.0	
Funding - Grants - Gainshare	0.0	(2,587.0)	(2,587.0)	Gainshare Applied - to fund costs mentioned above
Funding - Grants - CBSG, DfE, Other	0.0	(9,723.2)	(9,723.2)	CBSSG, DfE, Other - majority to fund Covid 19 impacts mentioned above
Funding - Grants - Other	(4,859.3)	(4,773.0)	86.3	
Capitalisation / Internal Recharges	(5,337.3)	(5,053.0)	284.3	
Income - Transport	(11,263.5)	(9,659.1)	1,604.4	Tenant Rents, Departure Fees & Sales (CV19) - some recovered by Support Grants
Income - Operational - EZ Receipts	(2,307.0)	(2,562.9)	(255.9)	Prudent budget / forecast - actual higher than estimated.
Income - Operational - Interest	(1,386.0)	(2,802.9)	(1,416.9)	Prudent budget / forecast - actual higher due to 'locked in' rates
Income - Operational - Other	(1,571.7)	(2,042.0)	(470.4)	Includes Sales, Fees & Charges Support Grant
Total Income	(118,922.7)	(131,401.1)	(12,478.4)	
Net Expenditure Total	(778.2)	(5,693.1)	(4,914.9)	
Economic Services	775.7	905.1	129.4	Expected recoveries on projects less than budgeted - should balance out in 21/22
Delivery	2.5	(56.4)	(58.9)	Capitalised additional costs (eg pension)
Grand Total	(0.0)	(4,844.4)	(4,844.4)	

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Appendix 2

Capital Programme Expenditure 2020/21	Authority Budget Forecast February 2021 £000	Year End Expenditure 2020/21 £000	Transfers to Support Spend on Getting Building Fund £000	Revised Year End Expenditure 2020/21 £000	%	Funding b/fwd from 2019/20 £000	Funding Received in 2020/21 £000	Total Funding For 2020/21 £000	Funding c/fwd to 2021/22 £000
Growth Deal - Economic Development & WY+TF	£127,713	£137,888	£0	£137,888	108.0%	£50,228	£100,338	£150,566	£12,679
Leeds Public Transport Investment Programme	£68,492	£80,402	£0	£80,402	117.4%	£36,327	£88,761	£125,087	£44,686
Transforming Cities Fund (inc. Tranche 1)	£12,326	£11,828	£0	£11,828	96.0%	£17,709	£39,995	£57,704	£45,876
Integrated Transport Block / Highways Maint./ Challenge Fund	£66,224	£62,345	£12,190	£50,155	75.7%	£7,203	£63,451	£70,654	£20,498
Corporate Projects	£5,691	£6,068	£6,068	£0	0.0%	£0	£0	£0	£0
Broadband	£2,275	£755	£0	£755	33.2%	£4,690	£2,608	£7,299	£6,544
Land Release Fund & One Public Estate	£1,071	£152	£0	£152	14.2%	£1,071	£110	£1,181	£1,029
Low Emission Vehicles	£1,058	£1,058	£0	£1,058	100.0%	£1,058	£0	£1,058	£0
Getting Building Fund	£26,300	£8,043	£18,257	£26,300	100.0%	£0	£26,300	£26,300	£0
Brownfield Housing Fund	£600	£644	£0	£644	107.4%	£0	£600	£600	£44
Active Travel Fund	£2,513	£2,222	£0	£2,222	88.4%	£0	£10,027	£10,027	£7,806
Other (Clean Bus, ULEB and CCAG)	£3,934	£3,454	£0	£3,454	87.8%	£3,809	£1,540	£5,349	£1,896
Gainshare (devo deal) - Capital	£0	£0	£0	£0	0.0%	£0	£9,500	£9,500	£9,500
Total Capital Spend	£318,196	£314,857	£0	£314,857	99.0%	£122,095	£343,231	£465,326	£150,468

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Financial Performance Report – Revenue 2021-22

West Yorkshire Combined Authority Revenue Budget 2021/22	Annual Budget	Actuals as at 30th June 2021	Utilised %	Notes / Commentary	RAG Rating
£	£				
Employee Costs	29,999,129	7,056,318	23.5%	Spend profile reflects staff vacancy / turnover levels as at Qtr 1.	
Indirect Employee Costs	1,583,800	250,127	15.8%	Spend to date - as expected due to timing of pension invoice.	
Premises Costs	6,665,597	585,427	8.8%	Spend to date - as expected due to premises invoices paid in arrears	
Supplies and Services	5,086,910	656,174	12.9%	Spend profile lower than expected due to Covid 19 impact, election costs and invoices in arrears	
ICT Related Costs	2,979,034	1,073,516	36.0%	Spend to date - as expected due to certain ICT costs paid in advance	
Travel, Subsistence & Transport Costs	369,096	84,252	22.8%	Spend profile in line with expectations.	
Tendered Services	25,866,000	7,456,902	28.8%	Spend profile in line with expectations.	
Concessions	53,750,000	13,202,580	24.6%	Spend profile in line with expectations.	
Prepaid Tickets Costs	13,500,000	1,078,075	8.0%	Mcard payment significantly reduced - Covid-19 - offset by Mcard sales ##	
Grants and Agency costs	55,542,737	267,505	0.5%	Low spend profile mainly due to Adult Education Budget commencing in Qtr 2.	
Consultancy and Professional Services	7,269,114	1,287,341	17.7%	Spend profile in line with expectations.	
Financing Charges	6,964,657	770,794	11.1%	Spend profile in line with expectations, majority of cost (MRP) to be incurred in Qtr 4.	
Total Expenditure	209,576,074	33,769,009	16.1%		
Income - Transport	(11,310,082)	(717,978)	6.3%	Covid19 - Impact on bus station & bus services income, departure fees in arrears	
Funding - Grants	(70,950,738)	(6,288,878)	8.9%	Grants received in arrears and Adult Education Budget commences in Qtr 2.	
Enterprise Zone Receipts	(3,202,886)	(1)	0.0%	EZ receipts expected to be received in arrears	
Interest Received	(818,000)	(147,940)	18.1%	Investment interest in arrears	
Income - Operational	(3,042,624)	(543,431)	17.9%	As expected - project claims in arrears	
Capitalisation / Internal Recharges	(14,553,745)	(1,079,787)	7.4%	Capitalisation is collected in arrears.	
Pre Paid Ticket Income	(13,500,000)	(1,078,075)	8.0%	Mcard sales significantly reduced - Covid-19 - offsets by payments ##	
Transport Levy	(92,198,000)	(27,659,400)	30.0%	Levy receipts as expected	
Total Income	(209,576,074)	(37,515,490)	17.9%		
Net Expenditure Total	(0)	(3,746,482)			

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Report to: Finance, Resource and Corporate Committee

Date: 4 August 2021

Subject: **Corporate Plan, Corporate Performance and Business Planning**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Rachael Evans, Corporate Projects Officer

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

1. Purpose of this report

- 1.1 To provide an update on business planning and the Corporate Plan for 2021/22 and Corporate Performance Reporting.

2. Information

Business Planning & Corporate Plan 2021/22

- 2.1 Business plans for each directorate for the 2021/22 financial year were originally approved by the Combined Authority in February 2021, alongside the associated budget for the year.
- 2.2 Following the transition to the new Mayoral Combined Authority model in May 2021, these plans have undergone a further review, in order to reassess the key priorities of each of the six directorates and to ensure the mayoral pledges and priorities are adequately reflected in these. As such the business plans are now being updated to reflect the results of this review and to ensure that they provide a clear forward look at the key milestones and decision points expected throughout the year.
- 2.3 In addition to the detailed business plans, a public facing Corporate Plan for 2021/22 is also being produced, drawing on the updated versions of the business plans. This seeks to set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and transparent way, explaining

what is intended to be delivered for the people, communities, and businesses of West Yorkshire, over the coming year.

- 2.4 The Corporate Plan is currently being developed and it is intended that this will include an introduction from the Mayor and will also show how the mayoral pledges and priorities are reflected in the work of the Combined Authority. In addition the plan will also contain details of the organisation's wider commitments and deliverables for the 2021/22 financial year.
- 2.5 In addition to setting out plans for 2021/22, the Corporate Plan will also include a summary of the Combined Authority's key achievements against organisational objectives in the 2020/21 financial year.

Corporate Performance Reporting (Key Performance Indicators)

- 2.6 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of Key Performance Indicators (KPI's) for 2021/22 has been developed for each directorate and is being routinely monitored throughout the financial year.
- 2.7 In addition a more strategic subset of these indicators is currently being finalised, based on the updated business plans. These strategic KPI's are intended to provide a summary level overview of organisational performance against overarching corporate objectives. These strategic KPI's are also being updated to ensure that they contain measures to show progress against the mayoral pledges.
- 2.8 Given the importance of ensuring that Equality, Diversity and Inclusion is considered across all of the activities of the Combined Authority, it is also intended that the strategic KPI's contain quantified targets, wherever possible, to demonstrate how these issues are being addressed.
- 2.9 It is proposed that once finalised, a quarterly summary of progress against these strategic KPI's will be reported to future meetings of the Finance, Resource and Corporate Committee.
- 2.10 During the 2020/21 financial year, a strategic KPI report was routinely provided to the Combined Authority and the LEP Board, in order to provide a regular update on progress against corporate priorities. A copy of the final year end results for these 2020/21 KPI's is provided at **Appendix 1** for information, and also to demonstrate the format used for strategic KPI reporting last year.

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.

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.

5 Equality and Diversity Implications

- 5.1 The Equality and Diversity aims of the organisation are embedded throughout our internal and external corporate objectives and our Corporate Performance Report will highlight the Equality and Diversity impact of each of our key performance indicators. Additionally, one of our key deliverables for the Strategy, Communications and Policing directorate for this financial year, is to develop and deliver the strategy and action plan for Equality, Diversity and Inclusion and aim towards achieving excellence against the Equality Framework for Local Government.

6 Financial Implications

- 6.1 There are no immediate 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 in relation to this report.

10 Recommendations

- 10.1 That the Finance, Resource and Corporate Committee notes the report and contents of the Corporate Performance report.

11 Appendices

Appendix 1: Corporate performance report 2020-21 year end results

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West Yorkshire Combined Authority - Corporate Performance Report (Year End results: Apr 20 - Mar 21)				
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs	Indicator / Measure	Target (Apr 20 - Mar 21)	Year end results (Apr 20 - Mar 21)	Year end result update
1.Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Govt funding for delivery of 3 stages of the Economic Recovery Plan	Economic Recovery Plan developed, implementation ongoing	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together local authority leadership, public partners, trade unions and the private and third sector and was endorsed in first version form by the Combined Authority in September 2020. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure detailed in the Economic Recovery Plan. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the CDR submission. A refresh of the plan has taken place and was endorsed at the Combined Authority meeting in March 2021, including the addition of a proposition on culture. Implementation has begun, with funding committed to programmes on Employment, Skills, Entrepreneurship, Health tech and Net Zero carbon pipeline.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Services/GP/SGR/Brexit voucher	Increased from 1000 to 2000	4,441	943 businesses have received intensive support from Local Authority based Growth Managers, 1,576 businesses have received capital investment grants, 571 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 1,351 businesses have been supported to join a membership organisation
3.Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be an influencing campaign	Completed	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. Launched on 24 September, work is now underway on a pilot launch implementation plan
4.Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support		Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to Covid-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
5.Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside to Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)		Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021 - Further engagement taking place in Feb to shape phasing and any roll out of this programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq²	188,900 sq² delivered	Delivery of commercial floorpace targets across the Leeds City Region Enterprise Zone Programme through the Growth Deal has been completed and exceeded. This is against a very challenging year where activity has been able to continue across all sites despite raw material shortages and additional safety and work practices needed to be implemented due to the COVID 19 pandemic. All completed units have been sold or leased to organisations investing in the Leeds City Region creating job opportunities and economic growth.
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic	Indicator / Measure	Target	Year end results (Apr 20 - Mar 21)	Year end result update
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	The Bus Strategy contains measurements of accessibility to a bus service, patronage levels, modal and market share and environmental standards	The pre COVID headline target is to grow bus patronage by 25% from a 2018 baseline		Bus services continue to operate under emergency funding, now anticipated to expire in August 2021, delivering largely the pre-Covid-19 pandemic network, managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy such as Network Navigation project, MCard Mobile app and flexible ticketing. 2020/21 National Bus Strategy launched requiring all Local Transport Authorities to sign up to Enhanced Partnerships or Transferring in June 2021, and Bus Service Improvement Plans (BSIP) by October 2021. Transitional funding to be determined by Government to run from August 2021 until BSIP's come into force in April 2022. Bus Patronage may recover to 80% of pre-Covid-19 levels in Summer 2022.
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices	250,000	2,104,028	The most visited page on the website for March was the careers starters page, which had risen slightly above [reboot] for the first place. All the traffic to this page happened from March 1st - March the 4th which correlates to campaigns running for National Careers Week. The overall traffic to the FutureGoals website saw an expected decrease since February 2021, as with most campaigns reaching their end date and traffic is expected to increase as soon as the campaigns are live again. [reboot] is expected to spike in traffic when the advertorial goes live in the Yorkshire Evening Post in early April.
3.Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	93	In support of careers strategy and evaluation of careers activity, the team have successfully completed action plans with identified schools. During Covid-19 pandemic, within which this new KPI was set, the target has been achieved and well received by schools and colleges as a supportive measure. This will be reviewed in the final term to support reflection and planning to look ahead considering transition implications, virtual and physical support from September 2021.
4.Continued delivery of [re]boot & Employment Hub	Individuals supported to upskill through: [re]boot, Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	2,192	[re]boot - The number of starts on programme is steady. Our new procured partner have had a slower start than expected. Employment Hub - Referrals continue to increase for all Employment Hubs with approx 50% converted into starts on programme. Virtual group sessions for jobseekers to help them prepare for Kickstart. Talent match services being offered too. Preparations continue to resume face to face delivery. Reports of working closely with health partners and recruitment teams to provide vaccine support. Skills for Growth - Projects between businesses and learning institutions are underway but none have yet completed.
5.Connect homes & businesses to superfast broadband	Number of premises able to connect to Superfast Broadband as a direct result of the Broadband programme	44,623 Revised in year to 41,619	Contract 2 - Annual: 2,537 Cumulative: 40,718	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Opencore. Our Broadband team and supplier have worked together to address issues and as at 2021 builds have been on target. 2,037 premises were connected to the current Broadband Programme. In total across this contract 40,718 premises have been provided with Superfast Broadband. The team are on schedule to complete delivery of 41,619 premises in Q1 21/22. During the programme Opencore reviewed their commercial delivery and identified 1,004 premises that were covered by that programme therefore unsuitable for inclusion within Contract 2 due to State Aid implications and will therefore be delivered directly & commercially by Opencore. As a result a Change request was accepted by the Combined Authority to reduce the contract delivery figure from 44623 to 41619 premises.
6.Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020		The Inclusive Growth Framework is going to the LEP Board for adoption as part of the Strategic Economic Framework in January 2021. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the Framework's strategic ambitions and goals. The Inclusive Growth Framework was supported by LEP board in February 2021 and will be going to Combine Authority board in the near future.
Delivering 21 st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements	Indicator / Measure	Target	Year end results (Apr 20 - Mar 21)	Year end result update
1.Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Bus mileage is a measure of the level of provision Bus patronage is a measure of the level of bus use	To return the bus network to 100% of 2019 mileage and patronage	Bus mileage restored to 100% of 2019 levels Bus patronage at 50% of equivalent month in 2019	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by Covid-19 restrictions and bus capacity is constrained by required safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by Department for Transport (DfT) and the Combined Authority paying concessions at 2019 levels. Details of Government 'recovery funding' expected in late January/ February. There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage. April - with relaxing of lockdown rules patronage recovering to 60 % of pre COVID levels. Social distancing rules restrict capacity.
2.Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays played across West Yorkshire.
3.Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020		Covid-19 related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the MCard) in December 2020. A 2021 implementation is anticipated at such time as Covid-19 restrictions have been relaxed.
4.Launch an MCard mobile ticketing app offering new products to a changed market	Launch a new MCard app	Launch a new MCard App by May 2020	MCard App launched October 2020	The App was launched for bus only products in October 2020. Delays were incurred due to the non-acceptance of the App at railway station gates and this impacted implementation across the whole MCard (bus and rail) product range however issues were resolved and went live February 2021. Development and testing work began in March 2021 to deliver further functionality within the App, including the ability for parents to 'gift' tickets to their children's mobile phones.
5.Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)		In December 2020, the Combined Authority agreed in principle to the launch of the engagement of the Connectivity Plan, including the approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic outline Business Case (SOBC). Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Proposals are in development on the resourcing and structuring of Mass Transit.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) - Agree peelloning approach and work with Transport for the North (TFN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)		Transport for the North (TFN) Board meeting in November 2020 agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Engagement is ongoing with Government at officer and Ministerial level to influence IRP.
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	All projects underway in FY 20/21 / spend target £10m+ for FY2021	All 33 TCF projects entered Assurance Framework process / £10.6m actual spend	Actual spend in FY 20/21 £10.6M. The Transforming Cities Fund programme is delivering 33 transport infrastructure projects aimed at reducing reliance on car travel and increasing and improving infrastructure for public transport and cycling and walking across the City Region. 1 project is on site, 7 projects have completed Outline Business Case stage, 3 projects are in Appraisal stage, 4 projects have completed Full Business Case stage, consultation has launched or completed on 8 projects, 9 projects have completed deep dives and 1 project is progressing through assurance. A full TCF Programme review report is going to Investment Committee in June 21
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest	Indicator / Measure	Target	Year end results (Apr 20 - Mar 21)	Year end result update
1.Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Tackling the Climate Emergency- Sectoral pathways agreed and delivery plans developed	Milestones / Progress measure: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (Ibc)	Completed	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1- Pathways work completed and endorsed by Combined Authority in July 2020. Tasks 2 and 3 have now completed and undergone additional rounds of engagement with Leaders prior to seeking endorsement from the Combined Authority in June 2021. Original plan to take to the Combined Authority in March 2021 was relaxed due to sensitivities relating to the elections.
2.Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track		Of the 39 projects highlighted on the performance dashboard, over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the Carbon Emission Reduction Pathways (CERP). Resources to deliver the full programme of activity outlined in the dashboard continues to limit progress. Extensive engagement with partners and stakeholders is underway, which will shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improve energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen Climate Emergency plans in decision making. A new Carbon Impact Assessment tool is being developed together with the development of methodology and assessment for existing projects. Assessment of a smaller set of priority projects is being undertaken, to understand how the methodology can be applied, information available and the time required to undertake assessments.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE-Biz resource efficiency programme.	No. of businesses intensively supported through TPN and REF/RE-Biz	150	139	The RE-Biz team have focused their efforts on raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project managed to get more traction over the last quarter with an increase in remote audits being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy pilot. Challenges do not however, engaging with business across North Yorkshire. The ongoing issues linked to Covid-19 including furloughed employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focused on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an effort to prevent a return to single occupancy car use as lockdown restrictions ease.
4.Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (afterwards signed Sponsorship Agreement) by 2021	8	9	9 agreements have been supported through The Gateway, 3 of these projects have been completed. Since March, a 10th project has begun moving through GW2.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.		West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement undertaken in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for MCA's from 2022 - the process for accessing the funds is still to be confirmed. Organisational restructuring opportunity to increase capacity needed to deliver and prioritise pipeline.
6.Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/electricity energy suppliers by April 2021	Combined Authority offices, Bus Stations and Travel Centres: energy reduced by 30-40%, water consumption reduced by 45% and waste reduced by 34% against 2019/20 baseline. Switched to green electricity energy supplier.	Recycling has been impacted significantly by Covid-19, as many recycling plants closed however, this has been offset by a reduction in waste production generally and the overall environmental impacts of lockdown restrictions on waste production at our facilities have been positive. Office building targets will be revisited as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wellington House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the Combined Authority's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable electricity energy from April 2021. Carbon reduction and increased recycling measures have been incorporated into Transforming Cities Fund programme as well as other projects, schemes and contracts in Bus Stations, which will be delivered and implemented throughout 2021

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Report to: Finance, Resources and Corporate Committee

Date: 4 August 2021

Subject: **Budget Planning Overview**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Jon Sheard

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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Purpose of this report

- 1.1 To provide the committee with a budget planning overview and seek member views on the proposed planning process for 2022/23.

2. Information

Overview

- 2.1 The financial year 2022/23 presents one of the most challenging years for budget setting for public bodies. The development of next year's budget, which runs in parallel with developing the business plan, will again be particularly impacted by a number of strategic factors where there still remains significant uncertainty. These include the continued response to the Covid-19 pandemic, the need to address the economic downturn and to support residents whilst the future funding uncertainties continue and at the same time the future funding model for combined authorities remains unclear. The outcome of the Comprehensive Spending Review will not be known until close to the end of the budget process and decisions will need to be considered ahead of this. Similarly there is a lack of clarity on other funding sources, including bus recovery funding, Shared Prosperity Fund, Levelling up Fund and Combined Authority and LEP core funding. The implications of the

recently announced process for the City Region Sustainable Transport Settlement (formerly the Intra-City Transport Fund also need to be considered.

- 2.2 Initial work on the budgets has now started and will need to be undertaken in the context of a revised medium term financial strategy, with further work continuing between now and the Combined Authority meeting on 3 February 2022, where budgets, the transport levy and business plans will be formally approved. It is proposed that the work to deliver the required balanced budget, alongside an agreed business plan, will be overseen by this committee, with formal updates provided to the Combined Authority meeting at key points during the year.
- 2.3 Engagement with partner authorities will be undertaken throughout to ensure there is understanding of the impact on their budgets of the proposals for the transport levy. Additionally, and as in previous years, public engagement is being built into the planning process. In recent years this was undertaken online using the 'yourvoice' portal and an appropriate plan for this year's engagement will need to be developed. Core to the approach being taken is the need to both achieve and demonstrate efficiency, effectiveness and value for money and maximising the provision of services to the public and businesses.
- 2.4 The budget will also need to take into account the approved use of gainshare and how this supports the delivery of the Combined Authority's priorities.

Timelines

- 2.5 The proposal is to bring progress reports on the budget and business planning process to the following meetings. The number of drafts may be changed dependent upon progress made at each iteration:

	FRC Cttee	CA
Draft 1	8/9/2021	-
Draft 2	6/10/2021	21/10/2021
Draft 3	3/11/2021	-

Public Engagement commences

Draft 4	1/12/2021	9/12/2021
Draft 5 / Final	6/1/2022	3/2/2022

- 2.6 Between these dates, more detailed work will be undertaken by Directorates on both the business plans and associated budgets, with oversight by the Senior Leadership Team.
- 2.7 The budgets presented for approval will focus on the delivery of the priorities set out in the Combined Authority Strategic Economic Framework (SEF) and to support the delivery of the Mayoral pledges.

- 2.8 It is proposed that the budget format is adapted this year to enable greater clarity on the different elements that will now make up the total budget in the mayoral environment. This could be divided between mayoral functions and Combined Authority functions, with funding sources for each clearly defined, with supporting detail on both the capital and revenue budgets.
- 2.9 Members are asked to note that the development and approval of the Policing and Crime budgets will run in parallel to the process presented today and not form part of future reports to this Committee.
- 2.10 A further report will be brought to the next meeting of this Committee.

3. Tackling the Climate Emergency Implications

- 3.1 Budget proposals will need to be mindful of the need to address climate change.

4. Inclusive Growth Implications

- 4.1 Budget proposals will need to demonstrate inclusivity.

5. Equality and Diversity Implications

- 5.1 The budget proposals will need to ensure equality and diversity implications are taken into account, and decision makers will need to be clear of the equality impact of any policy changes or decisions.

6. Financial Implications

- 6.1 These are contained in the main body of the 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 Committee notes the approach to be taken to budgets and provides any further input to the process.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

None.