FINANCE, RESOURCES, AND CORPORATE COMMITTEE

MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 8 SEPTEMBER 2021 IN CITY EXCHANGE, 11 ALBION ST, LEEDS LS1 5ES

A G E N D A

1. **APOLOGIES FOR ABSENCE**

2. **DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

3. **EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

4. **MINUTES OF THE MEETING HELD ON 4 AUGUST**
   (Pages 1 - 4)

5. **FINANCE OVERVIEW**
   (Pages 5 - 18)

6. **BUDGET PLANNING - NEXT STEPS**
   (Pages 19 - 22)

7. **CORPORATE PLANNING & PERFORMANCE**
   (Pages 23 - 28)

Signed:

Director, Corporate and Commercial Services
West Yorkshire Combined Authority

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MINUTES OF THE MEETING OF THE FINANCE, RESOURCES, AND CORPORATE COMMITTEE HELD ON WEDNESDAY, 4 AUGUST 2021 AT CITY EXCHANGE, 11 ALBION ST, LEEDS LS1 5ES

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor James Lewis	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Shabir Pandor	Kirklees Council
Councillor Jane Scullion (Substitute)	Calderdale Council
Mark Roberts (Substitute)	LEP Board

In attendance:

Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

1. Apologies for Absence

Apologies had been received from Councillor Swift, Councillor Jeffery, and Sir Roger Marsh.

2. Declarations of Disclosable Pecuniary Interests

There were no declarations of pecuniary interests at the meeting.

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

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

4. Governance Arrangements

Members considered a report which set out the governance arrangements for the Finance, Resources and Corporate Committee.

Members noted the wide ranging aspect of the terms of reference which would enable the committee to consider urgent matters or those which did not align with other committees.

Members also discussed designating an inclusivity champion to ensure that

inclusive growth commitments were met and identify opportunities to go further on the inclusivity agenda. The Committee recognised their shared commitment to inclusivity and nominated Cllr Pandor as the inclusivity champion on the committee.

Resolved:

(i) That the governance arrangements approved by the Combined Authority at the Annual Meeting on 24 June 2021 be noted.

(ii) That the proposed areas of work be noted.

(iii) That Councillor Pandor be approved as the inclusivity champion on the committee.

5. Financial Performance Report

Members considered a report which set out the 2020/21 final outturn and the 2021/22 financial position as of 30 June 2021.

Members noted the challenges in achieving a balanced budget in 2020/21 with action taken to manage the impact of the pandemic and mitigate risks. There had been a timing difference in the costs of the election with more costs than expected falling in the 2021/22 year. Much of the surplus from the 2020/21 budget would be ear-marked to cover the election costs.

The Capital programme expenditure budget position was attached at appendix 2 and a fuller report on the 2021/22 capital position to date would be brought to the next meeting.
The 2021/22 budget would continue to be monitored and a report would be brought to each meeting of the committee.

Members had the following questions and comments:

- That there was a potential opportunity to unlock or fast-track funding around key policy areas such as business recovery and the climate emergency. It was noted that pipeline development funding had been allocated for these priorities and the key challenge was bringing these schemes forward and finding capacity for committees to allocate funding.
- Bus funding and concessionary travel were identified as posing a significant challenge for the 2021/22 budget.
- That it would be useful to have a concise summary or dashboard of the capital funding programmes, with spending deadlines and progress of spend to better enable oversight.

Resolved: That the financial position be noted.

6. Corporate Plan, Corporate Performance and Business Planning

Members considered a report which provided an update on business planning, corporate performance, and the corporate plan for 2021/22.

Business plans for each directorate as well as the corporate plan had been reassessed to ensure the mayoral pledges and priorities were reflected. A public facing Corporate Plan for 2021/22 would also be produced and would set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and transparent way for the public

Members noted that Key Performance Indicators for the 2021/22 year would be brought quarterly to the committee and the previous year's KPIs were included in the submitted report.

Members had the following questions and comments:

- That HS2 and NPR was one of corporate performance 2020/21 year end results flagged in red and members felt that it was vital that this was improved on in the upcoming year.
- Members discussed the possibility to design targets for the region outside of the Combined Authority's corporate targets. Metrics discussed included increasing income levels, decreasing unemployment, inclusive growth targets possibly set by place.
- It was recognised that the Combined Authority was one of several partners involved in achieving these regional targets which could be included but not necessarily as a key performance indicator.
- That it was vital for partner council officers to be included in discussions around KPIs as the achievement of them will require action from both the Combined Authority and partners.

Resolved: That the report be noted.

7. Budget Planning Overview

Members considered a report which provided a budget planning overview.

It was noted that the development of next year's budget would be impacted by several strategic factors where there remains significant uncertainty.

Members noted the timetable to progress the budget work as well as the plans to consult partner councils and the wider public.

Members made the following comments:

- Members discussed the possibility of forming a working group to consider the substantive moving parts playing into the 2022/23 budget. It was also felt that a there should be a forum to examine the granular details of schemes around delivery and efficiencies. A proposition would be worked up and brought back to the next meeting of the committee.
- It would be useful to meet with the directors of finance from each local authorities to ensure joined up thinking and best value for money.
- Members suggested taking aspects of the budget and examining them in more detail at Committee or via a working group could be a good

approach. The transport levy was suggested as a topic of interest.

- That business engagement, through the LEP, along with public engagement would be essential.

Report to:	Finance, Resource and Corporate Committee
Date:	8 September 2021
Subject:	**Finance Overview Report**
Director:	Angela Taylor, Director, Corporate and Commercial Services
Author:	Jon Sheard

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

1. Purpose of this report

1.1 To consider the capital budget monitoring for 2021/22 as at quarter 1 and the recommendations for the Leeds Public Transport Investment Programme (LPTIP) Review Part 2.

2. Information

Capital Budget Monitoring 2021/22

2.1 Attached at **Appendix 1** is a summary of the capital programme spend and funding as at July 2021. The appendix includes the indicative programme budget, programme end dates (where applicable) and budgets for 2021/22 and the first quarter spend / claims received from partner authorities.

2.2 The table below provides a more summarised version of Appendix 1 and focusses on the 2021/22 budget and spend on each funding programme.

Capital Programme Expenditure 2021/22	Revised Capital Budget	Qtr 1 Expenditure 2021/22	%
West Yorkshire plus Transport Fund / Growth Deal	£97,055,893	£15,681,378	16.2%
Leeds Public Transport Investment Programme	£57,595,374	£7,488,458	13.0%
Transforming Cities Fund	£65,224,365	£3,049,738	4.7%
Integrated Transport Block / Highways Maintenance	£57,461,017	£46,477,179	80.9%
Corporate Projects	£5,438,709	£993,544	18.3%
Broadband	£4,363,915	£6,172	0.1%
Getting Building Fund	£26,300,000	£1,992,917	7.6%
Brownfield Housing Fund	£20,000,000	£106,770	0.5%
Active Travel Fund	£10,053,000	£171,882	1.7%
British Library	£25,000,000	£1,934	0.0%
Other (eg Low Emission Vehicles, Clean Bus, City Connect etc.)	£38,500,000	£308,678	0.8%
Total Capital Spend	**£406,992,273**	**£76,278,651**	**20.0%**

2.3 In quarter 1 it is usual that expenditure is low across all programmes as significant spend occurs in quarter 4. The following is a summary of any key issues and risks on some of the programmes:

- **Transport Fund / Growth Deal** – This is the seventh year of the Transport Fund and 2020/21 was the final year of the Growth Deal. Transport schemes continue to progress through the Assurance Framework with spend levels expected to increase throughout the year. The Combined Authority is set to receive circa £48m in funding in 2021/22 and, as reported to the Combined Authority in February 2021, the requirement for borrowing will be assessed during the year.

  The Transport Fund is subject to periodical 5 year reviews by Central Govt (MHCLG) in the form of 'Gateway Reviews'. The last review culminated in a positive decision by Govt which led to the confirmation of a further 5 years of MHCLG funding equating to £150m. The letter from the Minister also stated

  "*We are sure that your programme will continue to demonstrate positive outcomes over the next 5 years and, given the advance in project timelines relative to this first Gateway Review, we would expect the next gateway review to incorporate more impact evaluation for completed interventions and to evidence outcomes as well as outputs for completed interventions*."

- **Leeds Public Transport Investment Programme (LPTIP)** – Originally LPTIP, which commenced in 2017/18, was due to end in March 2021, an extension to end March 2022 has been agreed by the Department for Transport (DfT). A full review of all projects will be undertaken with

Leeds City Council at the financial review on 17 September 2022, however currently all projects are on track to spend LPTIP in full by the end of 2021/22. Paragraph 2.4 below sets out a request for some realignment of funding between approved projects within the programme.

- **Transforming Cities Fund (TCF)** – expenditure has been slow in the first quarter partly due to delays with approvals, securing final procured costs and slippage with projects on site as some contracts have required renegotiation due to significant inflation in key cost areas. The TCF funding has been secured for 2021/22 in addition to the monies received / carried forward from 2020/21. The deadline for expenditure of the government funding is March 2023 and this timescale is expected to prove challenging.

- **Integrated Transport Block (ITB) / Highways Maintenance** – previously funding was paid in four equal instalments and the Combined Authority then passported money directly to district partners in accordance with a set formula. For 2021/22 the full funding was received quarter 1 and district partners have therefore also been paid in full for their Highways Maintenance allocation and their approved share of the ITB. The remaining funding is the Combined Authority's share of the ITB which will be spent on individual projects throughout the year.

- **Broadband** – It has been previously reported to the former Investment Committee that the new Broadband (Contract 3), which was due to start in September 2020, was delayed due to ongoing negotiations between the new contractor and BDUK on how cross regional border issues would be dealt with. Whilst these are now resolved and work has commenced no invoice has yet been received from the new contractor and at the time of writing the report is awaited.

- **Getting Building Fund** – 2021/22 is the final year of this £53.6 million programme which was awarded to the Combined Authority in August 2020. The programme includes 15 projects which have been progressing through the assurance process with 10 schemes already in delivery. A full review has been undertaken of all projects that looked at various scenarios suggesting a risk of underspend of between £1m and £16m that will need careful management and mitigation. Actions currently being considered include: transfer of spend from other funding programmes, discussions with government officials to consider if contractual commitment can be agreed as spend, and transfer of allocated funding between named projects in the programme.

  It should be noted that actual spend in 2020/21 totalled £8.04 million and the balance to spend is included in the table above. However, government required that £26.3 million should be spent on the programme in 2020/21 so the Combined Authority used its freedoms and flexibilities to offset spend on other programmes to present full required spend. This offset funding has now been transferred back to the original funding streams.

- **Brownfield Housing Fund** - commencement of activity on this programme was delayed following political review, however projects are now progressing through the approval process and funding agreements are being negotiated. The forecast spend for the year on these new projects has not yet been finalised and will be updated as they progress through the assurance process. However, approximately 12 Full Business Cases are programmed to go through Committee this financial year, illustrating commitment to spend and progress of the programme to MHCLG.

Leeds Public Transport Investment Programme (LPTIP) - Review Part 2

2.4 Since the LPTIP Part 2 Review was presented to Investment Committee and the Combined Authority in March 2021, there have been several minor changes to the allocations or indicative costs against a number of schemes in the Bus Delivery Package. In addition, there have been increases to the Leeds City Council (LCC) costs on the Rail Package schemes and these have now been discussed and provisionally agreed between LCC and the Combined Authority.

2.5 The Finance, Resources and Corporate Committee is therefore asked to consider and approve Appendix 2 of this report, which sets out the figures approved by the Combined Authority at its meeting in March 2021 and the proposed revisions. These are reallocations of costs and do not result in any additional expenditure at programme level. The appendix shows:

(i) The reprofiled (updated) indicative allocations - Appendix 2 (table 2).

(ii) The LCC costs for rail package schemes - Appendix 2 (table 3).

Approval is also sought to issue addendums to the existing Funding Agreements with LCC for expenditure from the LPTIP Fund for the LCC costs for rail package schemes.

Approval of funding for LCC on the LPTIP bus delivery package schemes

2.6 A number of the bus delivery package schemes have required the input of LCC to progress. This has incurred a cost to these schemes which to date has been agreed by the package leads and project managers but has not had a formal approval with a funding agreement in place which would allow the transfer of funds. It is therefore requested that the Committee approves the amounts shown for LCC inputs to the identified bus delivery package schemes, as shown in Appendix 2 (table 4), and to issue addendums to the existing Funding Agreements with Leeds City Council for that expenditure from the LPTIP Fund.

Approval to enter into a Funding Agreement with LCC for initial station masterplan expenditure

2.7 The Leeds Integrated Station Masterplan (LISM) is a joint scheme between the Combined Authority and LCC. An allocation of £5,000,000 of LPTIP funding, which has received full approval to spend, was provided for this scheme and has also contributed towards the delivery of the New Station Street improvement scheme.

2.8 In June 2018 approval was given for £1,000,000 of the £5,000,000 LPTIP allocation, towards the development of the Strategic Outline Business Case. At the time of the approval, it was uncertain if this initial funding would be expended by the Combined Authority or Leeds City Council and a recommendation to enter into a Funding Agreement was not made at the time. During the setup of the project and as the scheme developed Leeds City Council took the lead role and incurred the development costs. However, without a Funding Agreement in place it has not been possible to reimburse Leeds City Council for their costs against this initial tranche of LISM funding.

2.9 The LISM project received a subsequent approval for the remaining £3,221,000, from the £5,000,000 LPTIP allocation, and a Funding Agreement with Leeds City Council was entered into for this amount. However, the Funding Agreement did not include the initial £1,000,000 development costs and therefore approval is now sought for an addendum to the existing Funding Agreement with Leeds City Council for expenditure of £1,000,000.

2.10 The Finance, Resources and Corporate Committee is asked to approve the issuing of an addendum to the existing Funding Agreement with Leeds City Council for expenditure of £1,000,000 from the LPTIP Fund to the Leeds Integrated Station Masterplan (LISM) project.

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.

Leeds Public Transport Investment Programme (LPTIP) Review Part 2

10.2 The Finance, Resources and Corporate Committee approves:

(i) The reprofiled (updated) indicative allocations, as set out in the updated version of Appendix 2 (table 2).

(ii) The Leeds City Council costs for rail package schemes, as set out in the updated Appendix 2 (table 3).

(iii) That the Combined Authority issues addendums to the existing Funding Agreements with Leeds City Council for expenditure from the LPTIP Fund for the LCC costs for rail package schemes.

Approval of funding for Leeds City Council on the bus delivery package schemes

10.3 The Finance, Resources and Corporate Committee approves:

(iv) The LCC costs for bus delivery package schemes, as set out in Appendix 2 (table 4).

(v) That the Combined Authority issues addendums to the existing Funding Agreements with Leeds City Council for expenditure from the LPTIP Fund.

Approval to enter into a Funding Agreement with Leeds City Council for initial Leeds Integrated Station Masterplan expenditure

10.4 The Finance, Resources and Corporate Committee approves:

(vi) That the Combined Authority issues an addendum to the existing Funding Agreement with Leeds City Council for expenditure of £1,000,000 from the LPTIP Fund to the Leeds Integrated Station Masterplan (LISM) project.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

Appendix 1 – 2021/22 Capital Budget as at July 2021

Appendix 2 – LPTIP Review Part 2

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Capital Programme Expenditure 2021/22	Programme End Date	Total Programme Budget (indicative)	Total Spend to 31 st March 2021	Revised Capital Budget	Qtr 1 Expenditure 2021/22	%	Funding b/fwd from 2020/21	Funding Received to date in 2021/22	Total Funding to date For 2021/22
West Yorkshire plus Transport Fund / Growth Deal	31/03/35	£1,235,450,000	£504,997,497	£97,055,893	£15,681,378	16.2%	£12,678,837	£30,000,000	£42,678,837
Leeds Public Transport Investment Programme	31/03/22	£174,500,000	£126,992,771	£57,595,374	£7,488,458	13.0%	£44,685,761		£44,685,761
Transforming Cities Fund	31/03/23	£457,000,000	£12,085,197	£65,224,365	£3,049,738	4.7%	£45,875,871	£123,248,290	£169,124,161
Integrated Transport Block / Highways Maintenance	Annual	Annual	Annual	£57,461,017	£46,477,179	80.9%	£8,308,553	£44,820,000	£53,128,553
Corporate Projects	N/A	£12,730,007	£9,319,479	£5,438,709	£993,544	18.3%	-£6,067,668		-£6,067,668
Broadband	30/09/22	£25,266,000	£15,397,663	£4,363,915	£6,172	0.1%	£6,543,641		£6,543,641
Getting Building Fund	31/03/22	£52,600,000	£8,042,643	£26,300,000	£1,992,917	7.6%	£18,257,357	£26,300,000	£44,557,357
Brownfield Housing Fund	31/03/25	£67,000,000	£644,448	£20,000,000	£106,770	0.5%	-£44,448		-£44,448
Active Travel Fund	31/03/22	£12,566,000	£3,499,107	£10,053,000	£171,882	1.7%	£7,805,868		£7,805,868
British Library	N/A	£25,000,000	£0	£25,000,000	£1,934	0.0%	£0	£25,000,000	£25,000,000
Other (eg Low Emission Vehicles, Clean Bus, City Connect etc.)	N/A	£43,857,125	£10,021,756	£38,500,000	£308,678	0.8%	£10,528,993	£29,000,000	£39,528,993
Total Capital Spend		**£2,105,969,132**	**£691,000,562**	**£406,992,273**	**£76,278,651**	**20.0%**	**£148,572,765**	**£278,368,290**	**£426,941,055**

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Appendix 2 – Detailed Package costs and proposed approvals

Table 1 - Proposed re-profiling of Decision Point 2 development cost approval

Project	Original Allocation	Proposed Allocation
Bus Delivery Package		
Ph1 Transport Hubs & Connecting Communities	£850,000	£150,000
Ph2 Transport Hubs & Connecting Communities		
Ph3 Transport Hubs & Connecting Communities		£30,000
Digital Hubs / Door to Door Transport		£100,000
East Leeds DRT		£270,000
Real Time Phase 1	£100,000	£400,000
Real Time Phase 2		
Leeds Bus Station	£500,000	£400,000
Leeds High Frequency Core Network / Network Navigation	£0	£100,000
Low Emissions (CBTF) / Retrofit	£0	£0
Low Emissions (Stourton)	£0	£0
Total	**£1,450,000**	**£1,450,000**
Rail Package		
Accessibility (RAP)	£950,000	£426,259
New Pudsey	£500,000	£481,710
White Rose	£500,000	£500,000
Thorpe Park	£0	£542,031
LBA Parkway	£0	£0
Leeds Rail Station	£0	£0
New Station Street	£0	£0
Princes Square	£0	£0
Total	**£1,950,000**	**£1,950,000**
Bus Infrastructure Package	**£10,910,000**	**£10,910,000**
Programme Management	**£1,000,000**	**£1,000,000**
Total LPTIP DP2 Development Cost Approval	**£15,310,000**	**£15,310,000**

Table 2 – Forecast Funding Profile

Project	Proposed Allocation	Updated Allocation
Bus Delivery Package		
Ph1 Transport Hubs & Connecting Communities	£4,266,000	£3,852,000
Ph2 Transport Hubs & Connecting Communities	£3,091,000	£2,961,000
Ph3 Transport Hubs & Connecting Communities	£66,000	£66,000
Digital Hubs / Door to Door Transport	£789,044	£789,044
East Leeds DRT	£1,200,000	£1,160,000
Real Time Phase 1	£1,740,000	£1,701,110
Real Time Phase 2	£5,760,000	£5,298,890
Leeds Bus Station	£5,645,000	£5,645,000
Leeds High Frequency Core Network / Network Navigation	£1,830,000	£1,600,000
Low Emissions (CBTF) / Retrofit	£820,000	£820,000
Low Emissions (Stourton)	£563,000	£563,000
Total	**£25,770,044**	**£24,456,000**
Rail Package		
Accessibility (RAP)	£426,259	£426,259
New Pudsey	£481,710	£481,710
White Rose	£5,000,000	£5,000,000
Thorpe Park	£3,800,000	£3,800,000
LBA Parkway	£5,000,000	£5,000,000
Leeds Rail Station	£4,221,000	£4,221,000
New Station Street	£529,000	£529,000
Princes Square	£250,000	£250,000
Total	**£19,707,969**	**£19,707,969**
Bus Infrastructure Package	**£123,720,000**	**£124,744,031**
Programme Management	**£5,460,000**	**£5,458,000**
Behavioural Change Package	**£100,000**	**£100,000**
Total LPTIP Budget	**£174,758,013**	**£174,466,000**

Table 3 - LCC Costs on Rail Package Schemes

Scheme	Agreed Budget Limit
New Pudsey P&R	£64,200
White Rose	£6,300
Thorpe Park	£11,150
LBA parkway	£49,500
Total	**£131,150**

Table 4 - LCC Costs on Bus Delivery Schemes

Scheme	Agreed Budget Limit
Leeds Bus Station	£773,000
East Leeds DRT	£22,300
Total	**£795,300**

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West Yorkshire Combined Authority

Report to:	Finance, Resources and Corporate Committee
Date:	8 September 2021
Subject:	**Budget planning – next steps**
Director:	Angela Taylor, Director, Corporate and Commercial Services
Author:	Jon Sheard

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

1. Purpose of this report

1.1 To provide an update on the next steps for budget planning for 2022/23.

2. Information

2.1 At the last meeting the Committee recognised the need to engage in depth with key parts of the revenue budget and that this might be best addressed through the establishment of task and finish working groups. Taking into account the feedback from that meeting it is proposed that two groups are established with the following remit:

2.2 **Transport**. This would consider the current transport levy and how it is spent, ensuring it is achieving value for money and identifying any opportunities for improvement in the outcomes it is seeking to deliver. The expenditure on statutory and discretionary concessionary travel and on bus tendered services accounts for the most significant spend from the levy and provides a challenge for future forecasting. Current payments to bus operators are based on pre pandemic levels and are supported by government funding which is in the process of change as the industry moves to recovery from the pandemic. At the same time the Combined Authority has an agreed priority to work on a statutory bus partnership and consider the steps towards bus franchising. These aspects all combine to make the setting of the transport levy and associated transport budget particularly challenging for the coming year.

2.3 **Strategy and funding**. Critical to the budget process is the funding available to the Combined Authority and this group would consider the various 'moving parts' and how best to put together the medium term financial strategy with these unknowns. The move to becoming a mayoral combined authority has brought additional funding and functions, including the devolved gainshare, the initial year of which has been allocated. However there are expectations of government, with announcements due between now and the consideration of the final budget, on the Comprehensive Spending Review, levelling up, sustainable transport settlement, shared prosperity fund, community renewal funding, etc. The timing of these announcements is not yet known. The continuation of mayoral capacity funding and LEP core funding, as well as growth hub funding are unclear, and may be included in the CSR.

2.4 The Committee is asked to allocate its members between each of these committees and further meetings can then be arranged to take this work forward.

2.5 Members were clear at the last meeting that there should be ongoing engagement with the West Yorkshire Directors of Finance. This group meets monthly and has a standing item to consider papers from the Combined Authority Director, Corporate and Commercial Services. This includes budget matters. Budget papers coming to this Committee will be routinely shared with the WYDoFs group as well as specific papers on the budget at the monthly meetings.

2.6 The development of the budget will encompass capital and revenue budgets and will consider the level of borrowing required to deliver the aspirations of the Combined Authority. All borrowing must be affordable within the budget, meet the requirements of the Prudential Code and be within the approved Treasury Management Strategy. As a mayoral combined authority we are also required to agree a debt cap with HM Treasury. This is expected to be at a level to provide headroom above what will be put forward in the budget.

2.7 At present the Combined Authority only has the power to borrow for transport and policing purposes. One of the elements of the mayoral devolution was to extend this to the power to borrow for economic purposes. This was not included in the Order that created the Combined Authority with MHCLG requiring that this would follow afterwards, and after the agreement of a debt cap with Treasury.

2.8 It has taken some time for HM Treasury to engage with us on this but we have now provided an initial proposal for their consideration. The request was to only provide figures for this year and next but once agreed this will enable MHCLG to progress with the statutory order that will widen the borrowing powers.

2.9 The proposal is for some £677 million across this year and next which provides for the highest level of potential borrowing across all Combined Authority activities, including policing. At this stage the extent of borrowing required is still to be fully considered as it forms part of the wider budget setting issues.

2.10 It is proposed that the next meeting considers the public engagement strategy for the budget and also agrees the approach to be taken for the first report on the budget to the Combined Authority meeting on 21 October.

3 Tackling the Climate Emergency Implications

3.1 Tackling the Climate Emergency is a key organisational objective and it is expected that the budget will include some funding towards this.

4 Inclusive Growth Implications

4.1 Enabling Inclusive Growth is a key corporate objective and forms part of the business plan, with the budget following the business plan.

5 Equality and Diversity Implications

5.1 The Equality and Diversity aims of the organisation are embedded throughout our internal and external corporate objectives, business plan and budget.

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, Resources and Corporate Committee notes the report and provides any further feedback on the budget work.

10.2 That the Finance, Resources and Corporate Committee agrees the creation of two task and finish working groups and nominates membership of them.

11 Appendices

None.

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West Yorkshire Combined Authority

Report to:	Finance, Resources and Corporate Committee
Date:	8 September 2021
Subject:	**Corporate Planning and Performance**
Director:	Angela Taylor, Director, Corporate and Commercial Services
Author:	Louise Porter, Corporate Planning and Performance Manager

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

1. Purpose of this report

1.1 To provide an update on corporate planning and performance activities for the 2021/22 financial year.

2. Information

Business Planning & Corporate Plan 2021/22

2.1 As previously reported, following transition to the new Mayoral Combined Authority model in May 2021, the Combined Authority's detailed business plans have undergone a recent review. This was necessary 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. In addition the business plan review also sought to ensure that there is a clear forward look at the key milestones and decision points expected throughout the year.

2.2 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 engaging format.

2.3 Following feedback from the last meeting of the Finance, Resources and Corporate Committee, the Corporate Plan will include strategic targets and ambitions for the Region in addition to more detailed targets relating to the

Combined Authority's specific contribution. The regional context will also focus on setting out wider ambitions in terms of place shaping and inclusivity.

2.4 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. This will draw on performance against the 2020/21 Key Performance Indicators (KPIs) as previously shared with the Committee.

2.5 It is proposed that final approval for the Corporate Plan is delegated to the Mayor and the Managing Director and that a copy of the final document is shared with the Finance, Resources and Corporate Committee at their October meeting, prior to publication.

Corporate performance 2021/22

2.6 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of KPIs 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 has been developed and is currently being finalised. A copy of these draft strategic KPIs is provided at **Appendix 1** for review and feedback from the Committee.

2.8 These strategic KPI's are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day to day activities, rather than measuring wider performance against shared regional ambitions.

2.9 In addition, in order to reinforce the importance of ensuring that Equality, Diversity and Inclusion (EDI) is considered across all of the activities of the Combined Authority, each KPI also includes further information about how the specific EDI impacts/outcomes will be monitored. Where possible quantified targets for achieving positive EDI outcomes have been set out and where this is not yet the case, details of the process being followed to define these targets has been provided.

2.10 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. It is also acknowledged that further work will be required on the final format of the strategic KPI report, to ensure that the technical information provided is accessible and understandable to an external audience.

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, Resources and Corporate Committee notes the report and provides feedback on the draft strategic KPIs as presented at Appendix 1.

11 Appendices

Appendix 1: Draft Strategic Key Performance Indicators

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oductivity: Helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape

Corporate objective / Strategic objective:	Indicator / Measure	Target	How this contributes to our Equality, Diversity and Inclusivity ambitions	EDI output (measure / indicator)	Q1 results (Apr - Jun 21)	
1. Implement the Covid Economic Recovery Plan and respond to the challenges/opportunities of Brexit, providing intensive support to businesses	Economic Recovery Plan endorsed by Combined Authority board	Plan endorsed in September 2021	Economic Recovery Plan focusses on achieving a fair, just and lasting recovery - with inclusive growth central	The overall success of our approach to economic recovery will be seen through the indicators of our wider Strategic Economic Framework, for example relating to productivity and economic growth, incomes, quality of life, resident satisfaction and carbon emissions. E.g. Proportion of households in fuel poverty required fuel costs are above average and would take household below poverty line were that amount to be spent.% of employees in quality work, Employment rate gap for disadvantaged groups	**ON TRACK**	Plan revisions underway following consultation with the Mayor and Economic Recovery Board, new structure agreed in principle based on Mayoral pledges. Development of new plan underway with timeline planned for approval at Combined Authority Board in September 2021
2. Ensure successful commissioning and delivery of Adult Education Budget services.	To contract with a minimum of 40 training providers, and to contract out including Grant provision £63 million to deliver the Adult Education Budget.	40 training providers	We have embedded our Equality, Diversity and Inclusion aspirations into our provider base monitoring, linking to our equality impact assessment to support protected characteristics groups. The AEB team are focussed on reducing inequalities across our region and improve attainment and ambition among our most disadvantaged communities by increasing skills and training opportunities. Further impact assessments will be undertaken when delivery commences.	Suggest that year 1 is a baselining year as this is new activity for the CA, with targets to be considered for future years. We anticipate being able to provide a number of EDI performance measures based on the records we received from our providers via a national Individual Learner Record System (detail dictated and provided by ESFA). This could include, for example, breakdown of gender, ethnicity, geography of learner, previous learning achievement, level of programme registered on.	**38**	We aimed to contract with up to 50 training providers to deliver quality and innovative training programmes to our residents and communities of need. Following a robust moderating process, allocations for 20 grant providers and 18 contracts for service providers have been approved. This will enable the Combined Authority to increase the skills and quality of training within our region. Allocation letters and contracts award letters have been sent out, followed by a 2 week standstill period. The team are in the process of on-boarding providers during July ahead of going live 1st August.
3. Support people to access employment or re-train	People accessing employment or training support through the [re]boot, Employment Hub and other adult skills programmes.	4,000	Each programme that contributes to this priority has a number of EDI outputs required by the funder including gender, ethnicity, any recorded disabilities, those without basic skills, lone parents, young people, Over 50s. People from disadvantaged backgrounds are specifically targeted for support through these programmes.	Of the 4,000 participants, 16% will be from a BAME background, 8% will have a disability and 19% will be over 50	**610**	*ESF Employment Hub - local relationships are being built particularly with new JCP staff in JCP pop up jobcentres. Face to face delivery is being monitored and whilst slow and steady as staff and customers build confidence in this way of working we have reports that a lot of customers are still preferring the virtual delivery. * [re]boot. Contractors are being closely managed and targets distributed where there is underperformance. A project change request is being submitted including an extension to 31st March 2022. *Employment Hub 2 (Gainshare): The grant funding agreements have been sent and LA partners have customers ready to enrol on the programme.
4. Implement new investment and placemaker funds with a focus on start-ups & scale-ups post-Covid.	Number of pre-start and start-up businesses supported	250	Targets have been set in the tender for Women (50%), BAME (20%) & Disability (3%), the support will be available to all sectors and has no restrictions related to growth forecasts for each new enterprise	The new Business Start-Up programme will commence delivery in Autumn 21 and has targets for 50% of beneficiaries to be female, 20% to be BAME & 3% to have a disability.	**ON TRACK**	
5. Broker employment/apprenticeship opportunities to aid recovery	The number of strategic engagements and collaborations with businesses to connect with education, apprenticeships, training and skills initiatives and new employment opportunities.	425 engagements and collaborations	Programmes particularly target employers in our most disadvantaged areas to engage with people in education, particularly those most disadvantaged in the labour market including young people with special educational needs and disabilities.	15% of businesses supported are in the 20% most disadvantaged areas	**72**	8 new business through school partnerships; 64 through Skills for Growth; Employment Hub and [re]boot did not report before the end of Q1
6. Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme	Total Sqft of commercial floorspace delivered across the Enterprise Zone Programme (annual target)	187,500 square feet	Occupiers locating to the EZ are securing and maintaining existing jobs and creating further opportunities within demographically deprived areas of the Leeds City Region.	Numbers of new jobs created are captured as part of contractual monitoring under terms within the Grant Funding Agreement. For Gain Lane, across the whole site the Economic Case was based on 533 jobs using the HCA's employment calculator, which tends to be optimistic. For South Kirkby plot 3 north 177 jobs. None to date - units are under construction or going through fit-out. NB collection of data is reliant on having a relationship with most of the occupiers ourselves so this will need to be established to get the actual figures.	**ON TRACK**	

lusive Growth: Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic

Corporate objective / Strategic objective:	Indicator / Measure	Target	How this contributes to our Equality, Diversity and Inclusivity ambitions	EDI output (measure / indicator)	Q1 results (Apr - Jun 21)	
1. Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions.	Against the Inclusive Growth Framework Goals of: Wellbeing (Personal Wellbeing); Connectivity (number of households in transport poverty); Skills (Economic activity rates of disadvantaged communities and groups) and Good Work (% employees in Good Work)	Aim to slow the rate of widening inequality / start closing the gaps	The aim is to ensure that excluded / disadvantaged groups and communities are able to benefit from and contribute to economic growth and the indicators are helpful in understanding the extent to which this is being achieved.	Against the Inclusive Growth Framework Goals of: Wellbeing (Personal Wellbeing); Connectivity (number of households in transport poverty); Skills (Economic activity rates of disadvantaged communities and groups) and Good Work (% employees in Good Work)		Metrics aimed at narrowing and closing the region's socio-economic inequalities will be agreed and monitored by the new CA decision making Committees as part of their commitment to delivering Inclusive Growth as a golden thread.
2.Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery.	The number of schools engaged to support positive destinations of young people, particularly the most disadvantaged.	180	Tailored support provided to schools to improve ambitions and destinations, particularly by providing meaningful encounters with employers - which is proven to improve positive destinations and to overcome the lack of social capital experienced by disadvantaged young people.	92 schools provided with additional support for pupil premium or disadvantaged young people via action plans.	**180**	180 schools currently engaged in the network. Work underway to ensure that appropriate support is being provided to ensure that disadvantaged pupils are not disproportionately affected by any negative impacts of the covid pandemic on learning and attainment.
3. Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid.	Patronage derived from ticket machine and smartcard data	Targets for uplift in use will be set after assessment of level of post pandemic return to travel	Supports access to education, employment and training. MCard Mobile gifting functionality opens up new opportunities to work with Job Centre Plus on tickets for job seekers	Limited data on take up by protected characteristics, areas of high IMD - more analysis needed	**Patronage c75% of pre pandemic prior to end of academic year**	Fare Deal for Under 19s launched and MCard promotion under way
4. Enable older and disabled people to access free/discounted travel.	ENCTS patronage derived from smartcard data	Targets for uplift in use will be set after assessment of level of post pandemic return to travel	Concession is aimed at older, less mobile members of community	Usage and pass take up statistics, need for greater analysis	**Patronage c 60% of pre pandemic**	Slower growth in passengers following lifting of Covid restrictions , some bus operators promoting older people's travel
5. Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment.	All current bus service contracts are in service	Targets for uplift in use will be set after assessment of level of post pandemic return to travel	Tendered bus services are provided to communities who would not otherwise have a bus service which tend to be in more remote areas of higher IMD	Correlation of areas served with Index of Multiple Depravation	**Patronage c 65% of pre pandemic**	Major recast of tendered bus network will start in 2022/23 following Bus Service Improvement Plan and establishment of Enhanced Partnership
6. Deliver projects/programmes to improve inclusivity e.g. Superfast Broadband connectivity to 40,000+ premises in disadvantaged areas	Number of additional premises connected to Superfast Broadband 21/22	An additional 3,942 premises connected	When the Superfast West Yorks & York broadband Contract 2 completes in Sept 21, the contract will have enabled 11,118 premises in deprived areas. These homes and businesses will have access to speeds greater than 30mb/s. This has helped support business continuity and growth & enabled people to work remotely during the Covid19 pandemic.	Target: 11,118 Actual: 11,448	**574**	The programme is nearing contract completion which was originally scheduled for June 2021. Openreach have 520 premises left to provide broadband services. A remedial plan has been requested which will show all milestones will be achieved by the end of September 2021.

1st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements

Corporate objective / Strategic objective:	Indicator / Measure	Target	How this contributes to our Equality, Diversity and Inclusivity ambitions	EDI output (measure / indicator)	Q1 results (Apr - Jun 21)	
1. Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid.	Working with operators to develop a 'back to bus' campaign to encourage take up as we open up and through recovery. The indicator will be patronage change.	Not yet defined but patronage return is currently 65% when compared to 2019, operators are looking for patronage to return to 75-80% by March 2022	Stability in the bus network makes sure that the bus network can continue to serve the communities that it serves	Return patronage to 2019. Reinstate the pre-Covid bus network and increase the coverage of the bus network by X% -to be defined in the BSIP. Increased number of Mcard transactions. To reduce inequality of access to employment	Campaign not yet launche	Patronage return currently 65-70% when compared with 2019. This is comparable to other City Region areas.
2. Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid.	Develop bus reform options to support bus network recovery including agreement of a Recovery Partnership and develop an Enhanced Partnership with bus operators.	Complete a Bus Recovery Action Plan by end 2021 (Government announcement dependant) Complete a Bus Service Improvement Plan by October 2021	The Bus Service Improvement Plan will look to enhance the bus service offer and provide connectivity to communities	To be defined by the BSIP: To deliver a simple and affordable fares structure. Increased number of Card transactions. To evolve and reimagine the bus network providing x% of additional connectivity. To reduce inequality of access to employment	BSIP in development	BSIP on track and in development with partners and stakeholders
3. Answer over 1 million travel enquiries and improve passenger information including on-street real time displays	Volume of on line, Metroline and other enquiries is growing commensurate with return of patronage- major uplift in passenger information through Leeds Core Network and increased RTI	TBC	Travel information supports people to access employment, training and services	Analysis needed of use of information services by key customer groups	Usage around 60% of pre pandemic	BSSG funding to be issued direct to operators and uncertainty over network changes could impact on patronage return
4. Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail	Secure commitment to TRU, NPR, HS2, ECML and Electrification investments.	(Government announcement dependant)	To influence Government so that the principles of inclusivity, diversity and equality are incorporated in the design of new rail facilities and infrastructure including TRU, NPR and HS2.	To ensure access for all across the rail network. To reduce inequality in access to employment	No progress as yet, dependent on the publication of IRP	Various meetings were held with DfT, Treasury, TfN and other Transport Authorities and Local Authorities to continue to influence the scope of TRU, NPR, HS2 and other rail investments. It is increasingly challenging due to budget constraints and competing priorities such as health and education.
5.Further develop mass transit proposals for West Yorkshire	Finalise the Transit SOBC for mass transit.	End of 2021 for submission to PAT by first quarter 2022	The principles of inclusivity, diversity and equality will be incorporated into the route options and design	To ensure access for all across the mass transit network. To reduce inequality in access to employment.	SOBC in development	Strategic Outline Business Case (SOBC) in development
6. Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices	TCF 2021/22 spend achieved in accordance with agreed target, Transport 2021/22 spend achieved in accordance with agreed target	(TCF) £65.8M spend, (WY+TF) £80m spend	WY+TF / LPTIP: Transport programmes / projects encourage active travel and improve infrastructure for accessible users. Programmes / projects deliver public transport improvements in low deprivation and encourage public transport usage (Transport hubs) LPTIP - real time information to assist with public transport use for those with visual impairment Stourton P&R - active travel access from Middleton / Belle Isle (multiple deprivation) for public transport link. TCF programme working on stakeholder mapping to ensure inclusivity in consultation and engagement to support better decisions on projects. TCF Network Navigation providing clearer mapping of the bus network and improving the experience of all users. Projects aiming to improve shorter journeys in local areas, e.g. encouraging cycling and walking for those who make shorter journeys as well as the commute to work	9km of improved infrastructure to allow access to active travel for accessible users 6 transport hubs delivered in low deprivation areas 522 no. of real time (audible) bus stops in Leeds 77 buses per week day 2021/2022	Transformational programme / projects that are being shaped through consultation and engagement, risks around land assembly, road space reassignment, timescales to deliver significant change.	TCF: work ongoing to phase delivery of projects to accelerate benefits, ongoing procurement of suppliers for development and delivery of projects with a new 3 supplier development partner contract going out to tender towards the end of the Summer. There are also developing interdependencies with the upcoming City Region Sustainable Transport Settlement bid. Over 20 projects have been consulted on or have live consultations ongoing. A further 14 consultation and engagement exercises are planned for Sept/Oct 2021. Halifax Bus Station and White Rose Rail Station schemes starting work on site in Sept 2021.
7. Enhance the MCard mobile app and adapt Travel Centres to offer new products for a changed market	MCard Mobile sales and usage data	Targets will be set after assessment of level of post pandemic return to travel	Making it easier to buy travel in advance - reduces interaction with driver for those who may find this difficult	App only collects data on age	App has been launched	Strong growth in sales through app although most transferred from other retail channels

Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest

Corporate objective / Strategic objective:	Indicator / Measure	Target	How this contributes to our Equality, Diversity and Inclusivity ambitions	EDI output (measure / indicator)	Q1 results (Apr - Jun 21)	
1. Ensure a green recovery from Covid and accelerate plans for a net zero carbon economy by 2038 at the latest.	Publish the Mayor's Climate and Environment Plan by September 2021.	Secure necessary funding (£96.1m) to deliver the plan and Mayor's pledge.	The plan and programmes within it will be focussed on addressing a fair, just transition to net zero, and ensuring that the costs and benefits are shared equally.	Will be set within Strategic Economic Framework Indicators - will monitor rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces.	Plan in development	On track to publish plan in September 2021.
2. Deliver a programme of carbon and waste reduction initiatives at all Combined Authority facilities and across our investment programmes.	% of waste recycled, energy use,	A suite of targets and indicators to be developed	Improvement in climate and environment enhancement, and carbon emissions benefit all the residents of West Yorkshire but could particularly benefit those who may live in higher deprivation areas where the living environment is poor (eg air quality)	A review of research and intelligence to fully understand the impact of carbon reduction and climate improvement is required to determine the relevant metrics for EDI		New waste management contract has increased % of waste recycled from 8% to 23%. New energy supply contracts increased use of sustainable sources
3. Provide support and advice to businesses to help them to introduce energy efficiency measures.	Number of businesses receiving intensive clean growth support	175 businesses	Intensive support includes grant investment where businesses are encouraged and supported to undertake inclusive growth commitments which include paying real living wage and training lowest paid staff to support progression. Programmes contributing to this KPI have supported a number of BAME and female led businesses.	10% of grant-recipients deliver an Inclusive Growth commitment in addition to clean growth commitments	**53**	On track - slightly behind the annual profile
4. Support businesses to implement sustainable travel plans through the Travel Plan Network.	Business support to implement sustainable travel plans	100	The TPN Team is working on a major initiative with NHS providers across the region to address health inequalities through active & sustainable travel measures impacting on staff and service-users	15% of businesses supported are in the 20% most disadvantaged areas	**30**	On track
5. Finalise programme of low carbon schemes supported by the Energy Accelerator.	Project Formally Closed with EIB	Closure within 80 days (19 Nov 21) of final report (31st Aug 21) as per contractual commitments	https://westyorksca.sharepoint.com/:w:/s/DeliveryTeam/EW4I1rphyNhFlVawYdumewUBltPQ53w4K9aG3Ok850tUNg?e=anwy7g	See link; programme closed 31 July 21.	ON TRACK	Programme closed on 31st July 2021 with final report to be submitted to EIB by 31st August.
6. Implement the Connectivity Strategy and pipeline, promoting active & decarbonised travel.	Revise and finalise the Connectivity Plan with transport pipeline covering all modes and secure funding from the Intra-City Transport Fund.	Agree a 5 year deal with Government by end of 2021 (Government announcement dependant)	The principles of Equality, Diversity and Inclusivity will be incorporated into the route options and design	To ensure access for all across the transport network. To reduce inequality in access to employment. To increase MCard transactions.	Capital bid in development	Capital bid in development for submission in August 2021

fective and Efficient Policing: Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire

Corporate objective / Strategic objective:	Indicator / Measure	Target	How this contributes to our Equality, Diversity and Inclusivity ambitions	EDI output (measure / indicator)	Q1 results (Apr - Jun 21)	
1. Oversee progress against the Police and Crime Plan, ensuring proactive monitoring and transparent reporting.	Governance framework in place which has continued after transition to the Mayor/DMPC Mayor/DMPC holding WYP to account - Bilat, JEG, DQ and COM Police and Crime Panel holding the Mayor to account through regular panel meeting. Workstream established for the development of the new Police and Crime Plan. Project management approach taken including key milestones, Gannt chart, risk register and governance structure with regular reporting.	Governance review to identify possible improvements to scrutiny framework completed by end of March 22. New Police and Crime Plan to be published by end of March 22.	Equality, diversity and inclusion considered with all key decisions. Inclusivity addressed through transparency of decision making eg, Police and Crime Panel streamed live through You Tube. Consultation on the new Plan to reach as many people as possible and survey available in different languages and formats with open offer of assistance in completing it for those who request it.	Data to be collated from those responding to the survey and a full equality impact assessment to be done as part of the work on the new Police and Crime Plan.	ON TRACK	The Mayor/DMPC continue to attend the governance meetings and meet regularly with the Chief Constable. A new way of doing COM is being trialled in September. Online survey to be launched on 1st Sept 2021 and consultation to be run between 1/9/21 to 19/11/21.
2. Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money.	Commissioning strategy in place based on Needs Assessment. Continual monitoring of external spend through returns to ensure Value for Money and successful delivery on agreed outcomes.	Recommission a number of key contracts and offer and manage financial assistance by way of grants	Open and transparent bidding process. Consideration of EDI. Internal challenge through internal commissioning group.	We are currently considering what EDI performance measures could be measured based on the records we received from our providers.	ON TRACK	Currently fund 106 different providers and have a total of 6 contracts and 140 grants in place across WY funded provision
3. Work with community safety and criminal justice partners to ensure joined up local priorities.	Specialist advisors within P&C department. Comprehensive partnership meetings in place covering all 16 priorities within the Police and Crime Plan. Violence Reduction Unit (VRU) working through a Public Health Approach.	Secure both an effective partnership response to Community Safety and improvements in the criminal justice system	Equality, Diversity and Inclusivity is a key consideration of all partnership boards Police and Crime department sit on.	We are currently considering what EDI performance measures could be measured.	ON TRACK	Work continuing with safeguarding partners, CSPs, Local Criminal Justice Board, Partnership Executive Group and the monitoring of compliance with statutory duties
4. Provide strategic financial oversight to ensure appropriate use of the policing budget and to address the financial implications of the Covid pandemic.	Annual accounts to be approved and signed off by Nov 2021 Understanding of key driver eg, CSR and impact of medium and long term resourcing of WYP.	Advise the Mayor about the setting of the police budget and the policing precept	The principles of Equality, Diversity and Inclusivity will be incorporated into the discussions of the budget	The needs assessment is being updated to include information and data from partnerships and key in WYCA data dashboard	ON TRACK	Monthly meetings are being arranged with WYP's Chief financial officer and a finance business partner has been recruited to work closely with the policing and crime team
5. Ensure meaningful and inclusive community engagement on policing and crime issues.	Consultation and engagement plan in place within Policing and Crime. Consultation and engagement plan in place within the VRU. Workstream for the Police and Crime Plan established with clear deliverables for engagement and consultation, particularly in relation to hard to hear groups and communities within West Yorkshire.	Engagement Plan in place. Target to complete all actions within the Plan.	EDI considered in all engagement activity. Hard to hear groups and those groups who traditionally have less trust and confidence in the Police.	Collect diversity data on Police and Crime Plan engagement - target is to ensure that the consultation is reflective of the population of West Yorkshire.	ON TRACK	Busy timetable of engagement for both Mayor and DMPC including Call for Evidence about Keeping Women and Girls Safe, the Women and Girls Roundtable on 7th September and engagement on the new Police and Crime Plan.

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