

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 3 NOVEMBER
2021
IN CITY EXCHANGE, 11 ALBION ST, LEEDS LS1 5ES**

A G E N D A

Note: This meeting will be held in City Exchange, Leeds. There will be very limited capacity for observers of the meeting. If you would like to attend to observe the meeting in person, please email: governanceservices@westyorks-ca.gov.uk to request a place, clearly stating the name, date and start time of the committee and include your full name and contact details, no later than 24 hours before the meeting begins.

Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting. On receipt of your request, colleagues will provide a response to you. A recording of this meeting will be uploaded to our YouTube channel following the meeting.

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT ITEMS - POSSIBLE EXCLUSIONS OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 8 SEPTEMBER 2021**
(Pages 1 - 4)
- 5. FINANCE OVERVIEW**
(Pages 5 - 12)
- 6. BUDGET 2022/23**
(Pages 13 - 20)

7. CORPORATE PLANNING AND PERFORMANCE

(Pages 21 - 48)

8. SOCIAL VALUE THEMES, OUTPUTS, MEASURES

(Pages 49 - 68)

9. CAPITAL PROJECTS AND PROGRAMME APPROVALS

(Pages 69 - 104)

Signed:

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font, with a horizontal line underneath.

**Managing Director
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES, AND CORPORATE COMMITTEE
HELD ON WEDNESDAY, 8 SEPTEMBER 2021 AT CITY EXCHANGE, 11
ALBION ST, LEEDS LS1 5ES**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Sir Roger Marsh OBE DL (Deputy Chair)	Leeds City Region Enterprise Partnership
Councillor Debra Coupar (Substitute)	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Tim Swift MBE	Calderdale Council

In attendance:

Angela Taylor	West Yorkshire Combined Authority
Jonathan Sheard	West Yorkshire Combined Authority
Louise Porter	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

1. Apologies for Absence

Apologies were received from Councillor Pandor, Councillor Jeffery and Councillor Lewis.

2. Declaration 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. Minutes of the Meeting held on 4 August

Resolved: That the minutes of the meeting held on 4 August be approved.

5. Finance Overview

Members considered a report which set out the capital budget monitoring for 2021/22 as at quarter 1 as well as the recommendations for the Leeds Public

Transport Investment Programme Review part 2.

The summary of spend for 2012/22 as at July 2021 was attached at appendix 1. Members noted that significant programmes were in delivery with some challenging timescales with deadlines approaching.

Members noted the minor amendments around projects funded through the Leeds Public Transport Investment Programme.

Members expressed concern around the timescales for delivery of the Getting Building Fund (GBF) and the Brownfield Housing Fund and how delivery of the latter was managed alongside the pledge for 5000 sustainable and affordable homes. Members requested a breakdown of the projects making up the GBF to better understand the risk of underspend. Officers would provide a full breakdown of the projects to members.

Members expressed frustration regarding the national targets attached to the funding which did not correspond to local ambitions around the mayoral pledges. Members also recognised that capacity funding was likely to be required to ensure that there were enough officers on the ground to deliver the schemes in full.

Resolved:

- (i) That the financial position be noted.
- (ii) That in reference to the Leeds Public Transport Investment Programme Review Part 2 the Finance, Resources and Corporate Committee approved:
 - (a) The reprofiled (updated) indicative allocations, as set out in the updated version of Appendix 2 (table 2).
 - (b) The Leeds City Council costs for rail package schemes, as set out in the updated Appendix 2 (table 3).
 - (c) 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.
- (iii) That in relation to the funding for Leeds City Council on the bus delivery package schemes the Finance, Resources and Corporate Committee approved:
 - (a) The LCC costs for bus delivery package schemes, as set out in Appendix 2 (table 4).
 - (b) That the Combined Authority issues addendums to the existing Funding Agreements with Leeds City Council for expenditure from the LPTIP Fund.
- (iv) That in relation to the Leeds Integrated Station Masterplan expenditure the Finance, Resources and Corporate Committee approved:

- (a) 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.

6. Budget Planning - Next Steps

Members considered a report which set out the budget planning process and established two working groups, one on transport and one on strategy, to progress the budget work in greater detail. Membership of the groups would be finalised following the meeting.

Members noted that the directors of finance of each local authority were meeting with officers from the Combined Authority monthly.

Members noted that the Combined Authority would be able to borrow for economic purposes but needed to agree a debt cap with government. Members discussed the importance of negotiating a high debt cap with government to ensure that the Combined Authority wasn't constrained in its borrowing.

Members requested clarity around how much headroom for additional borrowing the debt cap allowed and how much would cover existing borrowing. A note would be circulated to members after the meeting.

Members expressed concern that government had set the debt cap at a lower level than other Mayoral Combined authorities on the basis that the West Yorkshire Combined Authority was a newly formed Mayoral Combined Authority. Members were disappointed at the short term arrangements for setting the debt cap in 3 year intervals which constricted the possibility for long term planning.

Resolved:

- (i) That the report be noted.
- (ii) That two task and finish working groups be established.

7. Corporate Planning & Performance

Members considered a report which provided an update on the corporate planning and performance activities for the 2021/22 financial year.

Members noted that the business plans for each directorate would feed into a public facing Corporate Plan for 2021/22. The Corporate Plan would include strategic targets and ambitions for the region in addition to the detailed targets relating to the Combined authority's specific contribution.

Members noted the Equality, Diversity and Inclusion information included in

the key performance indicators (KPIs) as well as some quantifiable targets on some KPIs.

Members discussed the interplay between the KPIs and the Mayoral pledges and the need for them to be closely aligned. Members also asked that a direction of travel be added to show the trend of each KPI.

Members noted that the HS2 and NPR indicator remained unchanged and that it was vital for the region that this this was delivered in full.

Resolved: That the report be noted.



Report to: Finance, Resources and Corporate Committee

Date: 3 November 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 an update on the:

- i. 2021/22 revenue budget financial position as at 31 August 2021.
- ii. Final audited accounts for 2020/21
- iii. Approved debt cap submission for 2021/22
- iv. Getting Building Fund

2. Information

2021/22 Revenue Budget as at 31 August 2021

2.1 A summary of the 2021/22 current revenue spend to original budget as at August 2021 is attached at **Appendix 1**.

2.2 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.

- 2.3 Regular forecasts are 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. At the time of writing the report, it was 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.
- 2.4 A further update on the 2021/22 capital expenditure budgets will be provided to the next meeting, as quarter two claims from partners are still being processed at the time of writing.

Final audit accounts 2020/21

- 2.5 External audit work on the 2020/21 final accounts were concluded, published and reported / approved by the Governance and Audit Committee on 30 September 2021. The Combined Authority is one of only a handful of local authorities that have completed this work on time. The financial statements have an unqualified opinion, without modification, and with no internal control recommendations relating to the preparation of the accounts.
- 2.6 Further work is to be undertaken on Value For Money, with the auditors due to report no later than 31 December 2021, at which point the final completion report / audit certificate will be issued.

2021/22 Debt Cap submission to HM Treasury

- 2.7 On 22 October 2021, the Combined Authority approved the 2021/22 debt cap submission to the HM Treasury. Further information is provided below.
- 2.8 At present the Combined Authority only has the power to borrow for transport and policing purposes. One of the benefits of the mayoral devolution deal 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 the then MHCLG requiring that this would follow afterwards, and after the agreement of a debt cap with Treasury. Other combined authorities have debt caps in place but this has not been required for West Yorkshire until now
- 2.9 All authorities are required to set any programme of borrowing in the context that it must be affordable within the budget, meet the requirements of the Prudential Code and be within the approved Treasury Management Strategy. Calculations for an appropriate debt cap have focussed on being at a level to provide headroom above what will be put forward in the budget so as not to restrict the aspirations and abilities of the Combined Authority.
- 2.10 A submission was discussed with the Finance, Resources and Corporate Committee in the summer and made to HM Treasury. The requirement was to only provide figures for this year and next but once agreed this will enable the

Department for Levelling Up, Housing and Communities to progress with the statutory order that will widen the borrowing powers.

- 2.11 HM Treasury offered a debt cap of £248.326 million, for the current year only ie to 31 March 2022, including Police and Crime. This covers existing debt of £150m and allows further borrowing of £98.326m in 2021/22. HMT have advised that there will be a further process to establish a debt cap for subsequent years and we are also awaiting information on the timescale to progress the legislation that will enable borrowing for economic purposes.

Getting Building Fund (GBF)

- 2.12 At the September 2021 meeting it was agreed that officers would circulate a full breakdown of the projects to members after the meeting. This is provided today for information at **Appendix 2**, though members are asked to note that the proposed changes are currently going the Assurance Framework processes.
- 2.13 Since the September meeting, a further discussion took place with officials from the Cities and Local Growth Unit in respect of managing spend delivery across your GBF programme and the position has been clarified / improved. The 2021/22 Grant Offer Letter states that GBF funding is to be expended by 31 March 2022, and that the Combined Authority were able to use financial freedoms and flexibilities in the normal way in order to manage capital expenditure between programmes, which means accountable bodies can therefore swap payments to ensure funding is spent within the year. For example, if a GBF project faced delays and capital was needed for a highways project then GBF funding could be used to pay the highways project bill. The highways capital budget could then be used to pay the GBF project later.
- 2.14 The main risk of late spend beyond 31.3.2022 is One City Park but by using our flexibilities, we can manage that and any other projects that slightly overrun but that are in contract / committed.
- 2.15 Following discussion with Wakefield Council, the Wakefield Gigabit Voucher project has been unsuccessful in finding applicants and therefore awarding grants for broadband infrastructure. The project has been affected by the extension to the National Gigabit Broadband Voucher scheme from April 2021. The proposal is therefore not to continue with the project from the GBF.

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 – 2021/22 Revenue Budget as at 31 August 2021
Appendix 2 – GBF Programme (revised proposals)

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Getting Building Fund

Appendix 2

	Original allocation	Revision October 2021
Project Name	£m	£m
Business Growth Programme	£7.000	£7.128
Enterprise Zones	£9.070	
Bradford Parry Lane		£7.050
Wakefield Langthwaite		£1.528
Bradford One City Park	£7.500	£7.637
Bradford 'City Village' Phase 1	£3.000	£3.055
Leeds Liverpool Canal	£0.500	£0.509
Brighouse A6025 Reconstruction	£1.800	£1.833
Beech Hill Phase 2 Group Repair & Regeneration Scheme	£1.200	£1.222
Huddersfield George Hotel Acquisition and Remedial works	£1.365	£1.390
Dewsbury Arcade	£0.600	£0.611
Leeds City Centre 'Grey to Green'	£8.600	£8.757
Holbeck Phase 2 Victorian Terrace Retrofit	£2.604	£2.652
Temple Green Park and Ride Expansion	£7.400	£7.536
Wakefield Warm Homes Fund	£0.661	£0.673
Business Gigabit Voucher Scheme	£0.300	£0.000
Knottingley Skills, Business and Services Hub	£1.000	£1.019
	£52.600	£52.600

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Report to: Finance, Resources and Corporate Committee

Date: 3 November 2021

Subject: **Budget 2022/23**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Angela Taylor

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 outcome of the discussions of the budget working groups.
- 1.2 To consider any information from the Autumn Budget 2021 and the Comprehensive Spending Review.
- 1.3 To consider the next steps in developing the 2022/23 budget.

2. Information

Discussions of the budget working groups

- 2.1 The two budget working groups met in October and considered a range of information to inform the development of the 2022/23 budget and financial strategy. The challenges of doing this at a time when there remain many unknowns is acknowledged but it is important that planning takes place to enable progress to be made towards producing a budget proposal for the next meeting of the Combined Authority.
- 2.2 The feedback from the meetings is set out in the following paragraphs.

- 2.3 The uncertainties of bus funding and the recovery of the bus industry present major challenges. The Combined Authority has worked successfully with bus operators over the last 18 months to ensure a stable network that has met the changing needs of the public over the months of the pandemic. This has been sustained by maintaining existing payments to the bus operators with lost fares income supplemented by government grants. As the funding model from government changes and the bus industry responds to ongoing change there is a high risk that the bus operators will seek to meet increasing costs and reduced income by withdrawing services or increasing tender prices. The transport levy used to support concessionary reimbursement and tendered services will not be able to meet increased demands from bus operators. Members noted their concern that without continuing government support to the industry there are likely to be changes to the local network which will be left to the Combined Authority and partner authorities to manage.
- 2.4 A bid is being put together for the government's Bus Service Improvement Plan (BSIP). The sum available nationally is £3 billion and West Yorkshire's expected share of this is unknown. If successful this will contribute towards maintaining services but will fall short of the Mayor and Combined Authority's ambitious policy to grow public transport in the region. Work continues to establish in effect a baseline offer for bus services, ideally supported from the BSIP bid but noting that any funding from this is short term (up to three years) and would be to pump prime new or improved services which would rapidly need to become commercially viable in order to continue.
- 2.5 The Combined Authority has succeeded in making some small reductions in the concessionary reimbursement during the pandemic and it is recognised that this is likely to be difficult to sustain in the short to medium term. It is expected that concessionary patronage will slowly continue to increase – reimbursement is a combination of costs and volumes and both parts of that calculation are expected to change. Taken with the pressure on the tendered services budget set out above members considered the merits of ringfencing any savings from concessionary reimbursement for this year and next to meet the wider pressures on bus service provision.
- 2.6 Members discussed how keeping the transport levy at its existing level would support the priority of improved bus services, acknowledging in the current financial environment that increasing the levy would be too difficult for local authorities. The commitment to keeping it at the existing level is a strong statement that recognises the importance of improving the public transport provision in West Yorkshire. The transport levy funds both transport services and provides the funding for the borrowing costs to meet the local contribution for the West Yorkshire plus Transport Fund.
- 2.7 In terms of the wider financial strategy members highlighted the importance of seeking ways to raise income to help fund the scale of ambition and work will continue on this, including seeking opportunities to work with partners and the private sector. Members acknowledged the risks of some of the income received from government including LEP core funding, LEP Growth hub

funding, mayoral combined authority capacity funding and unless there is clarity from the Comprehensive Spending Review then assumptions will need to be made on the expected level of income for next year's budget.

- 2.8 Members also considered the potential use of the £38 million per year gainshare secured as part of the devolution deal. The Combined Authority has considered and agreed its investment priorities (attached as **Appendix 1**) and now needs to work with its local authority partners to determine how these are best delivered and how the funding available can assist in developing the pipeline of projects. Decisions on expenditure will be made by the Combined Authority, with assessment undertaken through the Assurance Framework. This will need to be mindful of inequalities across the region and ensure that the importance of place is recognised.
- 2.9 The work on gainshare will continue in parallel with the budget process working towards a plan that decisions on gainshare allocation could be made in the early part of 2022. Members may recall that the Combined Authority's 2021/22 budget includes an element of gainshare to support some of the funding pressures created in becoming a mayoral authority – this covers election costs, the mayoral office and some of the capacity needed across the organisation.
- 2.10 A draft budget for 2022/23 is in preparation for the December meeting of the Combined Authority. At this stage there is a revenue funding gap of £2 million and work is continuing to refine estimates, update assumptions and endeavour to present a balanced position for next year. Further to the earlier considerations of the commitment to improving public transport it is assumed that the transport levy remains unchanged for next year and that the level of gainshare funding already in the budget continues. The three year financial strategy is being updated but at this stage given the unknowns around future funding and settlements the focus is on 2022/23 and the figures for the years beyond that will be refreshed as better information becomes available.
- 2.11 It should also be noted that the Mayor has determined that she will not be proposing a general mayoral precept this year, recognising the cost of living crisis facing the residents of West Yorkshire.

Autumn budget and Comprehensive Spending Review (CSR)

- 2.12 The Combined Authority submission to the budget and CSR set out the case for long term investment in a mass transit system and a programme of energy efficiency improvement works to homes in the region and shorter term funding asks to support a range of activities including projects to deliver climate change, increased productivity and access to culture. At the same time a multi million pound bid was made into the City Region Sustainable Transport Settlement and by the end of October a bid will have been finalised in support of the Bus Service Improvement Plan.

- 2.13 The budget and CSR take place the day after the publication of these papers. An update will be provided at the meeting to advise on any announcements that will impact the budget and financial strategy of the Combined Authority.

Public engagement

- 2.14 In previous years the Combined Authority has undertaken public engagement to assist in increasing awareness of the services it provides and be clear that bus services (concessionary travel and some tendered services) are funded to a large extent by local residents through their council tax. The members of the budget working group were supportive of continuing this approach and a proposal is in development by the communications team. It is expected that this will take the format of providing information online and seek any views, comments and questions from the public.

Next steps

- 2.15 Members' views are sought on the issues set out above. A draft budget is in preparation for the December meeting of the Combined Authority with a full budget report including the reserves policy and the treasury management strategy in preparation for the meeting on 3 February where the budget and transport levy will be considered and approved.

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 considers the information in this report and provides further feedback to inform the development of the 2022/23 budget.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Investment Priorities.

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Investment priorities

	Investment Priority	Scheme
IP1	Good Jobs and Resilient Businesses (including entrepreneurialism)	Strategic Inward Investment Fund Business support programmes incl innovation
IP2	Skills and training for people	Inclusive Growth programmes Employment and Skills Programmes
IP3 	Creating Great Places and Accelerated Infrastructure	Flooding Place-based regeneration
IP4	Tackling the Climate Emergency and Environmental Sustainability	Carbon reduction projects (incl supporting current programmes to de-carbonise)
IP5	Future Transport	Bus franchising TCF High scenario Mass transit City Region Sustainable Transport Settlement (CRSTS) Local match requirement for CRSTS Tendered bus services
IP6	Culture and Creative Industries	Support for regional cultural and creative new deal

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Report to: Finance, Resources and Corporate Committee

Date: 3 November 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?	<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 corporate planning and performance activities for the 2021/22 financial year and on the work underway to develop organisational business plans for 2022/23.

2. Information

Business Planning & Corporate Performance 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.
- 2.2 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.
- 2.3 In addition a more strategic subset of these indicators has been developed and is currently being finalised following feedback received from the Committee at their September meeting. In light of the feedback received the updates have focused on the following key issues:

- Improved format to provide summary level information to the Committee;
 - Provision of latest results against each of these indicators with a Red, Amber, Green rating applied;
 - Provision of more details on the specific Equality, Diversity and Inclusion (EDI) measures that can be applied to each of the indicators and where specific EDI data does not currently exist, further details added regarding the proposed next steps; and
 - Inclusion of a 'direction of travel' column to show movement in each of the indicators since the last reporting period.
- 2.4 A copy of these draft strategic KPIs is provided at **Appendix 1** for review and feedback from the Committee.
- 2.5 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.
- 2.6 However with regard to performance against wider shared ambitions, the first 'State of the Region 2021' report has now been published. This is the first annual review of the performance of West Yorkshire against key socio-economic and environmental indicators.
- 2.7 The report is intended to provide a stocktake of where West Yorkshire currently stands, using a basket of 40 headline indicators developed as part of the Combined Authority's Strategic Economic Framework. It is designed to be a resource for all partners across West Yorkshire but will also be useful for stakeholders from outside the region, including national government. It highlights areas of strength and positive trends in the local economy but also flags key issues and challenges that are priorities for future action.
- 2.8 A copy of the Executive Summary of the State of the Region report can be found at **Appendix 2** and the full report can be found at the following link:

[State of the Region Report 2021 - Combined Authority | Unlocking potential, accelerating growth \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/state-of-the-region-report-2021)

Business planning 2022/23

- 2.9 In addition to monitoring performance against 2021/22 business plans, work has also commenced on the development of organisational business plans for the 2022/2023 financial year. Each directorate has been tasked with developing their proposed business priorities for the next financial year in parallel to considering their budgets. This initial level of information that is currently being developed includes:
- Headline priorities for each function within each directorate;
 - The accountable officer for each priority;

- The key deliverables and milestones expected for each of these priorities during 2022/23; and
- The resourcing and funding issues associated with each of the key priorities.

2.10 The timetable for the further development of business plans, in line with the associated development of 2022/23 budgets, can be summarised as follows:

October 2021	Initial business priority setting in each directorate.
November 2021	Challenge and refinement of business priorities and identification of cross cutting themes.
December 2021	Draft directorate and corporate 'business plans on a page' to be developed.
January 2022	Business plans to be finalised.
February 2022	Final business plans and budgets to be presented to the Combined Authority for approval.

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 strategic KPIs as presented at Appendix 1.

11 Appendices

Appendix 1: Draft Strategic Key Performance Indicators

Appendix 2: State of the Region 2021 Executive Summary.

Appendix 1: Corporate Key Performance Indicators 2021-22

Boosting productivity: helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape							
Business plan objective	2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance			
				Current result & direction of travel	Notes		
BP1	Implement the Covid Economic Recovery Plan (ERP) and respond to the challenges/opportunities of Brexit, providing intensive support to businesses	ERP endorsed by Combined Authority board by Sept 2021 Targets to be updated/ revised	Head of Economic Policy	ERP focusses on achieving a fair, just and lasting recovery - with inclusive growth central to this. A basket of 15 indicators has been selected from the SEF indicators, and will be reported through the State of the Region.	GREEN	On track - plan considered by the Combined Authority on 9 September 2021 ↔	A revised version of the ERP, incorporating the Mayor's vision and pledges for economic recovery, was presented to the Combined Authority at their September meeting. Each of the Committee's of the Combined Authority will now be taking forward discussions on relevant elements of the plan, and how they will be delivered through the work programmes of those Committees
25 BP2	Ensure successful commissioning and delivery of Adult Education Budget services.	Contract with a minimum of 40 training providers	Head of Employment & Skills	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. 2021/22 to be a baseline year with 2019/20 figures to be used as baseline as follows: <ul style="list-style-type: none"> 43% Learners from ethnic minority groups (WY demographic 20%) 23% Learners with learning difficulties and disabilities (increase from 19% to match WY Demographic) 43% Unemployed Learners 67% Female learners 	GREEN	38 ↔	Aimed to contract with up to 50 training providers to deliver quality and innovative training programmes to 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. It should be noted that the current engagement data reflects only 6% of the funding use, as recruitment continues throughout the year. Current engagement is as follows: <ul style="list-style-type: none"> 34% Learners from ethnic minority groups 19% Learners with learning difficulties and disabilities 48% Unemployed Learners 62% Female learners
BP3	Support people to access employment or re-train through Combined Authority led support programmes	4,000 people accessing employment or training support through the [re]boot, Employment Hub and other adult skills programmes	Head of Employment & Skills	Of the 4,000 participants: 16% will be from a BAME background 8% will have a disability 19% will be over 50 (Note - this is the breakdown specified by the funder)	GREEN	610 ↔	ESF Employment Hub - local relationships are being built particularly with 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, reports that a lot of customers still prefer virtual delivery. [re]boot . Contractors are being closely managed and targets distributed where there is underperformance. Project change request to be 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.
BP4	Implement new investment and placemaker funds with a focus on start-ups & scale-ups post-Covid.	250 pre-start and start-up businesses to be supported	Head of Business Support	50% of beneficiaries to be female 20% to be BAME 3% to have a Disability.	GREEN	On track ↔	The tender to deliver the contract has been awarded to People Plus Ltd with delivery from late Sept 21. There is a strong focus on EDI in the contract and People Plus will be working with a number of community anchors and enterprise agencies with strong local links including the Paddock Trust, Airedale Enterprise Services, Inspire Neighbourhoods and Barca-Leeds.

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

Business plan objective	2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
				Current result & direction of travel	Notes	
			(2021/22 is effectively the baseline year, but the above targets have been informed by other similar schemes across the country)		In addition, a tender will be published in early November 21 for a scale-up / accelerator support programme for a small number of start-ups with high growth potential. Similar EDI targets are in place for this contract and the new enterprises will be supported to address significant social, economic & environmental challenges. Delivery is expected to commence in early 2022.	
BP5	Broker employment/apprenticeship opportunities to aid recovery through strategic engagements/collaborations with businesses to connect with education, apprenticeships, training, skills initiatives and new employment opportunities.	Broker 425 engagements and collaborations	Head of Employment & Skills	15% of those businesses supported will be in the 20% most disadvantaged areas Businesses to engage with people in education, particularly those most disadvantaged in the labour market including young people with special educational needs and disabilities.	G R E E N On track ↔	8 new business through school partnerships; 64 through Skills for Growth; Employment Hub, [re]boot figures not yet reported. Numbers slightly lower due to the disruption to schools over the last 18 months, developing new business relationships has understandably not been top priority for some senior leadership teams
BP6	Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme	187,500 square feet of commercial floorspace delivered across the Enterprise Zone Programme	Head of Economic Implementation	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 Parry Lane – through SCAPE the construction contract with Balfour Beatty of £4.77m has the potential to deliver £2.59m of social value delivered through a series of TOM's	G R E E N On track ↔	Parry Lane Measures Local Investment to date: 48% of spend within 10miles, 60% of local labour within 10miles. Environment to date: 100% of waste diverted from landfill including 7400 tonnes of waste concrete to be re-used. Construction careers have been promoted at primary schools, Oastlers High School and Bradford University with further events planned by March 2022. Biodiversity- the biodiversity project will invest 15 units of biodiversity measures into unusable land to enhance local biodiversity in an urban area. The joint brief with Bradford Council for the sale of land for commercial use will include a ranking system that will score prospective purchasers according to key outputs including new jobs, skills, training and apprenticeship opportunities, low carbon construction

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

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG	Notes	
GR1	Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions.	Aim to slow the rate of widening inequality / start closing the gaps Targets to be updated/ revised	Head of Economic Policy	The aim is to ensure that excluded / disadvantaged groups and communities are able to benefit from and contribute to economic growth. Indicators relating to equality, diversity and inclusion are contained within the State of the Region, including a separate report on Women and Girls.	AMBER	↔	Metrics aimed at narrowing and closing the region's socio-economic inequalities are contained within the State of the Region report, which will be published annually. This includes a separate report on Women and Girls. The new CA decision making Committees will receive regular reports on the indicators in their area of responsibility, including relating to inclusive growth.
GR2	Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery.	Engage with 180 schools to support positive destinations of young people, particularly the most disadvantaged. (note: engagement is with School Senior Leadership Teams and careers leaders to support progress towards Gatsby benchmarks of good careers guidance, not directly with pupils)	Head of Employment & Skills	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 overcome the lack of social capital experienced by disadvantaged young people. Additional support provided to 92 most disadvantaged schools - additional support for pupil premium or disadvantaged young people via action plans.	GREEN	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.
GR3	Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid.	Targets for uplift in use of affordable ticketing will be set via BSIP after assessment of level of post pandemic return to travel	Head of Customer Services	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	AMBER	Patronage c75% of pre pandemic prior to end of academic year ↔	Fare Deal for Under 19s launched and MCard promotion under way
GR4	Enable older and disabled people to access free/discounted travel.	Targets for uplift in use will be set via BSIP after assessment of level of post pandemic return to travel	Head of Customer Services	Concession is aimed at older, less mobile members of community Usage and pass take up statistics, need for greater analysis- target to provide this data by end of 2021/22.	AMBER	Patronage c 60% of pre pandemic ↔	Slower growth in passengers following lifting of Covid restrictions , some bus operators promoting older people's travel

Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic							
Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG	Notes	
GR5	Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment.	Targets for uplift in use will be set via BSIP after assessment of level of post pandemic return to travel	Head of Mobility Services	Targets for uplift in use will be set after assessment of level of post pandemic return to travel	AMBER	Patronage c 70% of pre pandemic 	Major recast of tendered bus network will start in 2022/23 following Bus Service Improvement Plan and establishment of Enhanced Partnership
GR6	Deliver projects/programmes to improve inclusivity e.g. Superfast Broadband connectivity to 40,000+ premises	An additional 3,585 premises enabled for connection to Superfast Broadband. Contract 2 will deliver 544 premises in year. Contract 3 is contracted to deliver 3041 premises by March 2022. On completion of the programme the project is contracted to deliver 5571 premises (end of June 2022).	Head of Economic Implementation	Contract 2 completed in Sept 21 and enabled a total of 11,448 premises in deprived areas across the whole project. These homes and businesses will have access to Broadband with speeds greater than 30mb/s. This has helped support business continuity and growth & enabled people to work remotely during the pandemic.	AMBER	(In year performance) Contract 2 - 574 Contract 3 - 1425 	Contract 2 has completed. The contract has enabled 41224 premises over its lifetime, including over 1,000 businesses. By 30 th September Contract 3 had delivered 1425 premises and 323 businesses. This is behind contractual target.

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Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements							
Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG & Direction of travel	Notes	
TR1	Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid through the 'back to bus' campaign	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	Head of Transport Policy	Stability in the bus network will help to ensure communities are better served New range of KPIs being developed for the Bus Service Improvement Plan to be submitted to Government at the end of October.	AMBER	An operator led campaign of back to bus was launched in June 2021 	Bus patronage across West Yorkshire is currently 75 to 80% when compared with 2019. This is comparable to other City Regions. The Bus Service Improvement Plan sets out a number of initiatives to further encourage customers back to bus. In 2022 the plan sets out that: <ul style="list-style-type: none"> • Rollout of new colour coded bus stop maps and flags region wide • Expand MCard mobile app to link ticket sales, journey planning and in-journey information • Trial 90-minute multi journey tickets • Enhanced Safer Travel West Yorkshire partnership with West Yorkshire Police • Early network and service enhancements

Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance	
					Current result/RAG & Direction of travel	Notes
TR2	Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid.	Complete a Bus Recovery Action Plan by end 2021 (Government announcement dependant) Complete a Bus Service Improvement Plan by October 2021	Head of Transport Policy	The Bus Service Improvement Plan will look to enhance the bus service offer and provide connectivity to communities Specific targets to be defined by the BSIP	GREEN Bus Service Improvement Plan on track to be submitted 31 st October 2021 ↔	The Bus Service Improvement Plan sets out the following deliverables for 2022: <ul style="list-style-type: none"> Rollout of new colour coded bus stop maps and flags region wide Expand MCard mobile app to link ticket sales, journey planning and in-journey information Trial 90-minute multi journey tickets Enhanced Safer Travel West Yorkshire partnership with West Yorkshire Police Early network and service enhancements
TR3	Answer travel enquiries and improve passenger information including on-street real time displays	Answer 1 million travel enquiries Delivering 100 new Real Time Information screens Re-introducing 3,000 stop specific roadside information displays	Head of Customer Services	All passenger information is available in several languages and in a range of accessible formats (including language-line, easy-read and large print). Braille and audio information are also available on request and Real time audio information will be available at 200 new bus stops on the core bus network by the end of March 2022.	AMBER Usage around 60% of pre pandemic ↔	BSSG funding to be issued direct to operators and uncertainty over network changes could impact on patronage return On track with roll out of 100 new RTI screens On track with reintroducing 3,000 roadside displays -- to be complete imminently
TR4	Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail	Secure commitment to TRU, NPR, HS2, ECML and Electrification investments.	Head of Transport Policy	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.	AMBER 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.
TR5	Further develop mass transit proposals for West Yorkshire	Finalise the Strategic Outline Business Case (SOBC) for mass transit by December 2021 for submission to PAT by first quarter 2022	Head of Transport Policy	The principles of inclusivity, diversity and equality will be incorporated into the route options and design with an initial set of indicators presented as part of the SOBC.	GREEN Mass Transit vision document and SOBC in development, to be submitted December 2021 ↔	The Mass Transit Vision Document and Strategic Outline Business Case (SOBC) are both in development. The Vision Document, SOBC and future Outline Business Cases will consider a number of areas where inclusivity, diversity and equality can be incorporated into the delivery, including: an affordable fare structure; maximising local supply chains and skills; new jobs and training opportunities; accessible infrastructure and a service offer that provides a real alternative to the car. The design will focus on creating a safe and welcoming space and environment for all

Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG & Direction of travel	Notes	
TR6	Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices	Transport 2021/22 spend achieved in accordance with agreed target of £80m (WY+TF) TCF 2021/22 spend achieved in accordance with agreed target of £65.8M spend	Head of Transport Projects/Head of TCF	Transport projects encourage active travel and improve accessibility. WY+TF: 9km of improved infrastructure to allow access to active travel for accessible users 6 transport hubs delivered in low deprivation areas 522 real time (audible) bus stops in Leeds to improve services for accessible users Stourton P&R 77 buses per week day 2021/2022 to improve access from low deprivation areas to Leeds City Centre TCF programme working on stakeholder mapping to ensure inclusivity in consultation and engagement	A M B E R	Transformational programme/projects that are being shaped through consultation and engagement, risks around land assembly, road space reassignment, timescales to deliver significant change. 	WY+TF: completion 2035, however ED&I outputs will be able to be achieved earlier when individual projects complete DP7 (project closure). <i>WYTF 14 October 2021 update:</i> <ul style="list-style-type: none"> 8.4km of improved infrastructure completed. Castleford-Wakefield Greenway in construction and will be completed by March 22. 6 transport hubs delivered (Compton, Pudsey, Lincoln Green, Middleton, Rothwell, Cottingley) 1x transport hub at Bramley due to complete Jan 22 560 real time (audible) bus stops in Leeds Stourton P&R opened September 2021, so buses now operational (KPI complete). M&E data will be collated for usage. TCF: 26 out of 35 projects have completed or are out to consultation and engagement. Halifax Bus Station (£17.7m) and Leeds City Centre Cycle Connectivity (£7.06m) are in construction phase. White Rose Rail Station (£12m) and York Rail Station Gateway (£13.1m) are moving towards contract awards to allow start of construction phase. 7 further projects (total £94.4m) are working on FBC's. 24 projects are currently working on OBC submissions, with the majority of these having OBC submissions planned for the next 3-6 months.
TR7	Enhance the MCard mobile app and adapt Travel Centres to offer new products for a changed market	50% of sales to be via the Mcard Mobile app by March 2022	Head of Customer Services	App use will be reviewed geographically to understand access. The App provides an efficient retail means for the MCard product range. But for those who still require face to face service, the Travel Centres will be retained.	G R E E N	App has been launched 	Strong growth in sales through app although most transferred from other retail channels Over 60% of all ticket sales are now on the app but largely as a result of migration from other channels. Business to business ticket "gifting" now in operation

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

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG	Notes	
CE1	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	Head of Economic Policy	The plan will be focussed on addressing a fair, just transition to net zero, and ensuring that the costs and benefits are shared equally. A basket of SEF Indicators - rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces – will be reported on through the State of the Region.	A M B E R	Plan endorsed by Climate, Energy and Environment Committee 20 October, & to be discussed by Oct Combined Authority. ↓	Next steps are to publicise the Plan, including as part of our involvement in COP26, and commence a climate conversation, led by the Mayor. The Bus Service Improvement Plan sets out that by 2030: <ul style="list-style-type: none"> • Weekday mode share on radial routes into district centres moved from car to bus -Reduce car share by 4%, increase bus share by 10% • Improved environmental performance and reduced carbon emissions of the bus network -a 50% zero emission bus fleet. By 2036 to be 100% zero emissions
CE2	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 following installation of recycle facilities at all bus stations (currently in progress). Target indicators to be in place for financial year 2022	Head of Assets	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 impacts		A M B E R	↔
CE3	Provide support and advice to businesses to help them to introduce energy efficiency measures.	Provide 175 businesses with intensive clean growth support	Head of Business Support	10% of grant-recipients deliver Inclusive Growth commitment. These can include: Paying the Real Living Wage, signing Fair Work Charter Upskilling lowest paid staff, Recruiting people with long-term health conditions Working with a local schools Offering placements to those disadvantaged in the labour market.	G R E E N	95 ↔	On track - slightly behind the annual profile Monitoring underway of the 95 businesses regarding their IG commitments
CE4	Support businesses to implement sustainable travel plans through the Travel Plan Network (TPN)	Support 100 businesses to implement sustainable travel plans	Head of Business Support	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 25% of businesses supported are in the 20% most disadvantaged areas		G R E E N	42 ↔

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

Business plan objective	2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance	
				Current result/RAG	Notes
CE5 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	Head of Economic Implementation	https://westyorksca.sharepoint.com/:w:/s/DeliveryTeam/EW411rphyNhFIVawYdumewUBltPQ53w4K9aG3Ok850tUNg?e=anwy7g	GREEN Complete	Programme closed 31st July 2021 with final report submitted to EIB on time (31.08.21). EIB has confirmed approval of final report by email – formal acceptance letter awaited (Oct 21) Lessons learnt workshop complete and project sponsor survey issued.
CE6 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)	Head of Transport Policy	To ensure access for all across the transport network. Transport Strategy Mode Share targets: 25% of trips by bus 300% by cycle 75% by rail. To reduce inequality in access to employment. Increase MCard transactions.	GREEN The City Region Sustainable Transport Settlement has been submitted 	The City Region Sustainable Transport Settlement is the first portion of funding to support delivery of the Connectivity Strategy. The bid has been submitted. Settlement will be provided following Spending Review.

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

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG	Notes	
EP1	Oversee progress against the Police and Crime Plan, ensuring proactive monitoring and transparent 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 .	Head of Policing and Crime	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 by 30th November 2021	GREEN	On track 	The Mayor/DMPC continue to attend the governance meetings and meet regularly with the Chief Constable. Community Outcomes Meeting is now held in public to improve transparency and accessibility. Consultation on the Police and Crime Plan for 2022-25 continues. Diversity of respondents is being monitored and action being taken to drive further engagement and responses from under-represented groups.
EP2	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 2 key contracts by April 2023 and offer and manage financial assistance by way of grants	Head of Policing and Crime	Open and transparent bidding process. Consideration of EDI Internal challenge through internal commissioning group. Currently considering what EDI performance measures could be measured based on the records we received from our providers - This information will be available by 31 st March 2022	GREEN	On track 	Currently fund 106 different providers and have a total of 6 contracts and 140 grants in place across WY funded provision
EP3	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 by 2024	Head of Policing and Crime	Equality, Diversity and Inclusivity is a key consideration of all partnership boards Police and Crime department sit on. Currently considering what EDI performance measures could be measured based on the records we received from our providers - This information will be available by 31 st March 2022.	GREEN	On track 	Work continuing with safeguarding partners, CSPs, Local Criminal Justice Board, Partnership Executive Group and the monitoring of compliance with statutory duties
EP4	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 by 31st January 2022	Head of Policing and Crime	The needs assessment is being updated to include information and data from partnerships and key in WYCA data dashboard and this will be completed by 31st March 2022.	GREEN	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. Monthly meetings taken place with the Chief Constable, DMPC and Statutory Financial Officers to discuss budget for 2022-23.

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

Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance	
					Current result/RAG	Notes
EP5	Ensure meaningful and inclusive community engagement on policing and crime issues.	<p>Consultation and engagement plan in place within Policing and Crime and VRU .</p> <p>Engagement Plan in place. Target to complete all actions within the Plan by 31st March 2022</p>	Head of Policing and Crime	Collect diversity data on Police and Crime Plan engagement - target is to ensure that the consultation is reflective of the population of West Yorkshire and this is done by 30th November 2021.	<p>G R E E N</p> <p>On track </p>	<p>Busy timetable of engagement for both Mayor and DMPC including Call for Evidence about Keeping Women and Girls Safe, the Women and Girls Roundtable and community engagement on the new Police and Crime Plan.</p> <p>Diversity of respondents to the online survey is being monitored and action taken as a result.</p>



State of the Region 2021
Executive Summary



Background and Context

State of the Region 2021 is the first annual review of the performance of West Yorkshire against key socio-economic and environmental indicators. It provides a stocktake using indicators developed as part of the Combined Authority's Strategic Economic Framework. As West Yorkshire takes up its devolved powers

COVID-19 has had a huge impact on all aspects of the West Yorkshire economy during 2020 and 2021, although in many cases this is not directly captured by the indicators because of issues with the timeliness of the available data and the lagging nature of annual reporting. The key implications of the crisis for progress against the priorities are considered within the report but it is not primarily intended to be an assessment of the impact of COVID-19.

It is an opportune and appropriate time to assess the progress the region is making.

with the direct election of its new Mayor, it is an opportune and appropriate time to assess the progress the region is making.

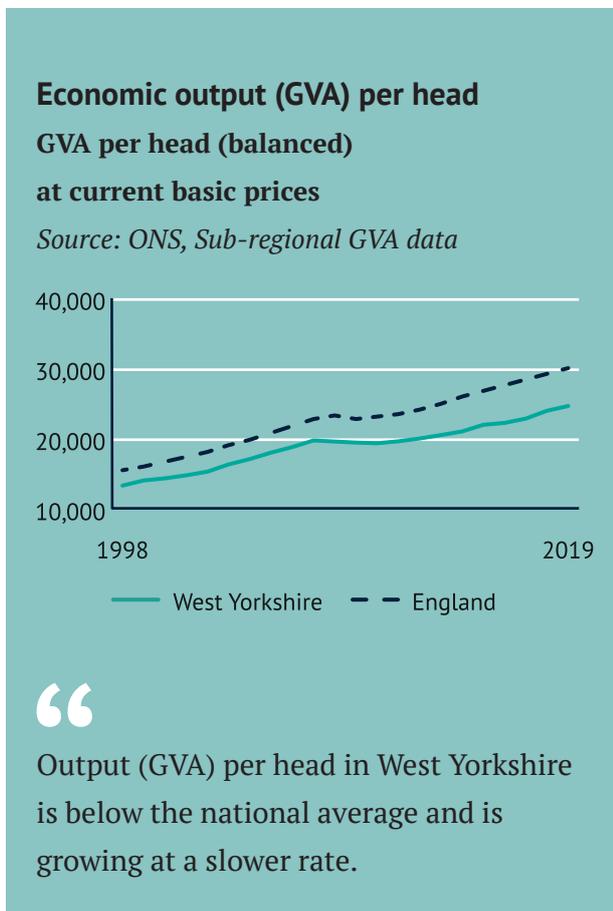




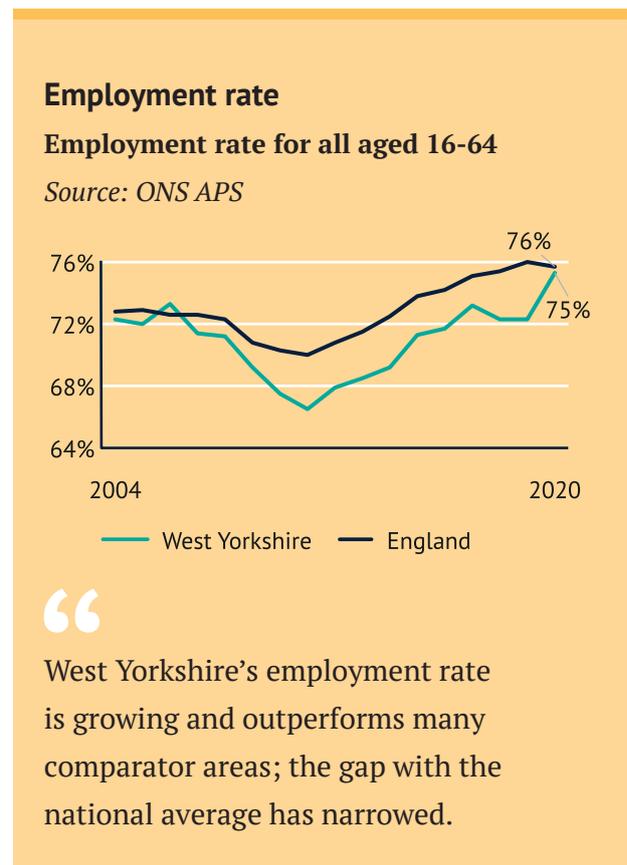
Boosting Productivity

Helping businesses to grow, and invest in the region and their workforce, to drive economic growth, increase innovation and create jobs

West Yorkshire's **economic output** (GVA) grew at a similar rate to the UK average but the relative position on GVA per head did not improve.



The region's job creation performance has also been positive in recent years, as reflected in the upward trend in its **employment rate**. Although there is still a gap with the national average against this measure, the region compares favourably with most other Combined Authorities.



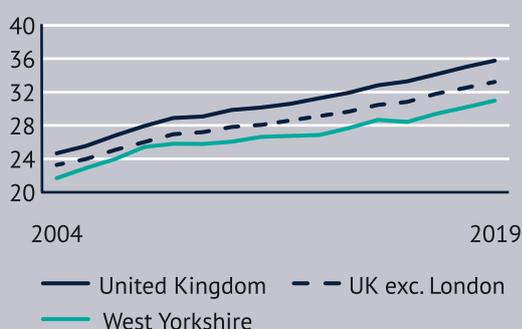
West Yorkshire's **business base** is relatively under-sized, however: it has fewer private sector businesses per head of population than the national average.

The main challenge facing West Yorkshire in this sphere is its **productivity deficit**. Although productivity is increasing in absolute terms there remains a significant gap with the UK as a whole and the gap which opened-up around the recession of 2008 has not closed significantly in recent years. This needs to be tackled if living standards in the region are to be raised.

Productivity

Nominal unsmoothed GVA per hour worked

Source: ONS, Sub-regional productivity data



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Productivity is increasing in West Yorkshire but not quickly enough to make significant inroads into the gap with the UK average.



The region’s underperformance on productivity can be traced to a number of factors that constrain its productive capacity. The value of **exports** is relatively low, the proportion of businesses engaging in **innovation** has remained flat in recent years and fewer people have higher level qualifications than nationally.

There are also some bright spots: for example, West Yorkshire has recorded strong growth in **exports of services** in recent years and the proportion of people with **higher level qualifications**, although still below the national average, has improved strongly.

The performance of West Yorkshire’s **local authorities** varies, across many of the indicators. Leeds performs relatively strongly on a number of the indicators, including economic output per head, employment rate, productivity (output per hour worked) and higher-level qualifications. But other local authorities can also point to positives; for example, Calderdale’s economy has seen the fastest rate of output growth of any in West Yorkshire in recent years.

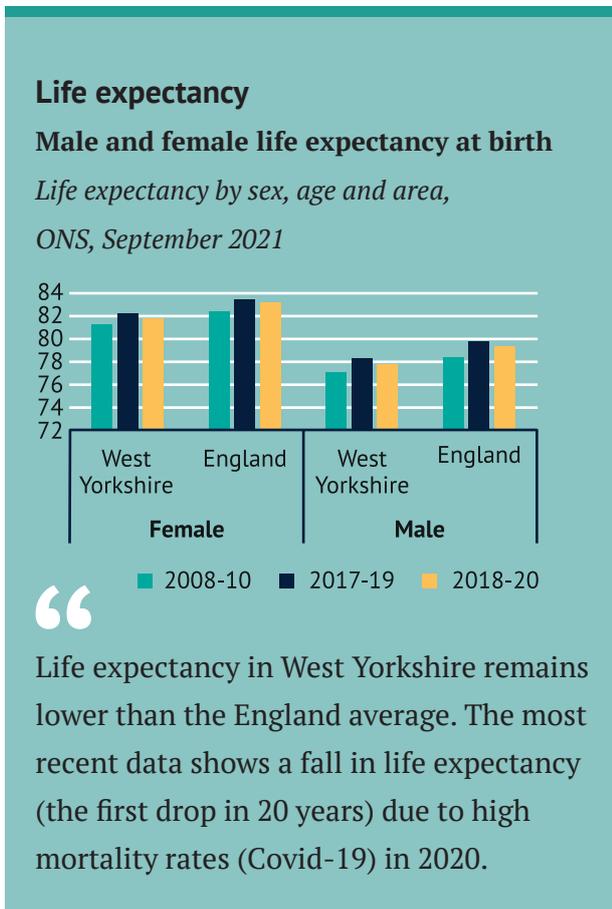
Whilst the national economy is seeing high growth at the outset of the recovery, there is uncertainty about the **long-term structural impacts of COVID-19** on the type and location of economic activity in future. For example, it is unclear whether the shift to remote working seen during the pandemic will persist in the medium to long term, while the implications of such a change for future productivity are poorly understood.



Enabling Inclusive Growth

Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns, irrespective of their background

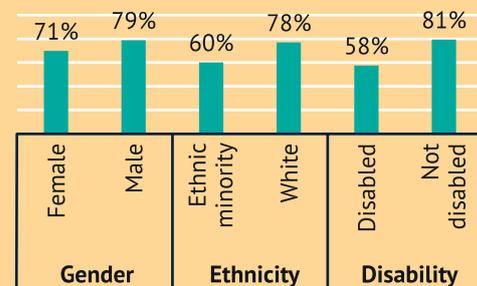
West Yorkshire underperforms against the national average in respect of many inclusive growth indicators. Perhaps more importantly, there is considerable inequality between



Employment rate gap for disadvantaged groups

Employment rate for all aged 16-64

Source: ONS APS



“ Members of some groups are much less likely to be in employment. Prior to the pandemic there were signs that the employment rate gap was narrowing for disabled people and people from ethnic minorities but there is evidence that progress has been affected by the health crisis.

population groups and areas within the region.

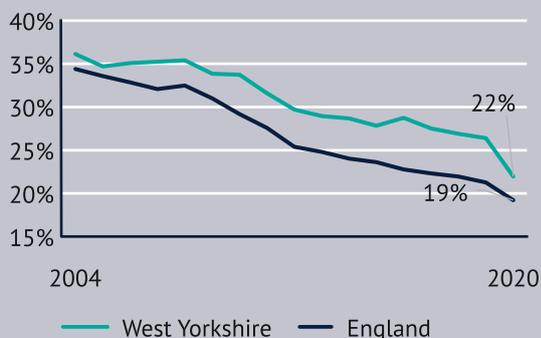
Life expectancy, which to a large extent reflects socio-economic conditions, is lower than the England average in West Yorkshire. In parts of the region there is acute inequality in life expectancy between the most and least deprived neighbourhoods.

The proportion of people with no / low qualifications is falling and the deficit with the national average narrowed in 2020

Supporting good quality **employment** is a key way in which we can promote an inclusive economy. Prior to the pandemic the region was performing well in terms of getting people into work and reducing unemployment; nonetheless some groups, including disabled people, people from ethnic minorities, older people and women were less likely to be in employment.

People with no / low qualifications Percentage of people aged 16-64 qualified below level 2 or with no qualifications

Source: ONS APS



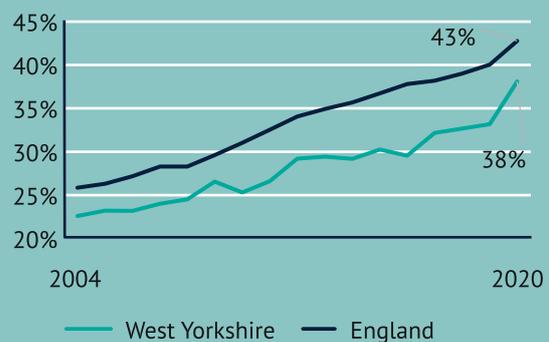
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The proportion of people with no / low qualifications is falling and the deficit with the national average narrowed in 2020.

Not all employment is of good quality. Aside from Leeds, all local authorities in the region have a relatively low proportion of people in **quality work**, based on a combination of pay, hours and preferred contractual status. Looking at pay specifically, one fifth of jobs in the region pay below the Real Living Wage – the hourly rate of pay that offers a decent standard of living.

People qualified at level 4 and above People whose highest qualification is at Level 4 or above - all aged 16-64

Source: ONS APS



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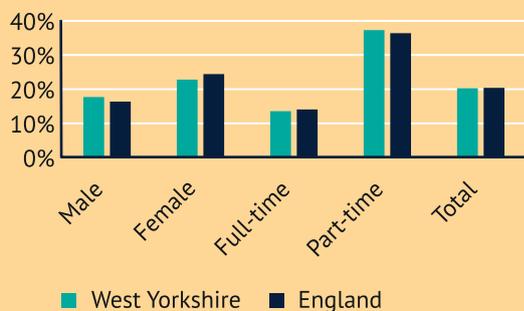
The proportion of people qualified at this level is on an upward trend in West Yorkshire but there is still a significant gap with the national average – albeit narrowing.



Supporting good quality employment is a key way in which we can promote an inclusive economy

Jobs paying below Real Living Wage Jobs paying below Real Living Wage by gender and status

Source: Annual Survey of Hours and Earnings, 2020



“

The proportion of jobs paying below the Real Living Wage has fallen in West Yorkshire and is now on a par with the national average. Women and part-time workers are more likely to be paid below the Real Living Wage.

Access to employment and career progression to a large extent rely on people having the right **skills**. A lack of skills among the population has long been a key weakness for the region, in terms of individuals having no qualifications or being qualified at a low level. Recent improvements in performance in this area run the risk of being undermined by the negative impact of the pandemic, with a reduction in the

number of apprenticeships and an increase in the number of young people who are NEET (not in education, employment or training).

Household incomes in West Yorkshire are some way below the national average on a per capita basis and the gap is widening. There is a mixed picture on living standards in the region.

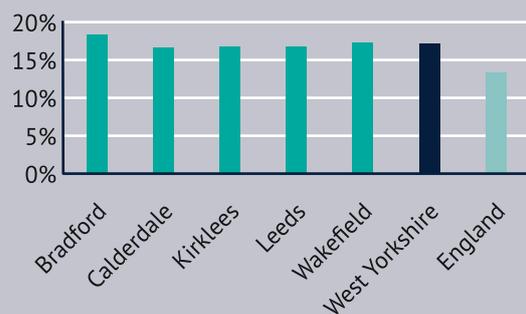
The **housing stock** is growing, **house prices** are affordable and **rents** comparatively low. But there are issues around housing quality: fuel poverty is a key challenge, for example.

There is a risk that the legacy of the **pandemic** could undermine progress and exacerbate existing disadvantage and inequalities in West Yorkshire across a range of dimensions.

Fuel poverty

Proportion of households in fuel poverty, 2019

Source: Fuel poverty detailed tables, Department for Business, Energy and Industrial Strategy, 2021



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Around 169,000 households in West Yorkshire (17% of all households) are in fuel poverty, a prevalence that is above the national average (13%).

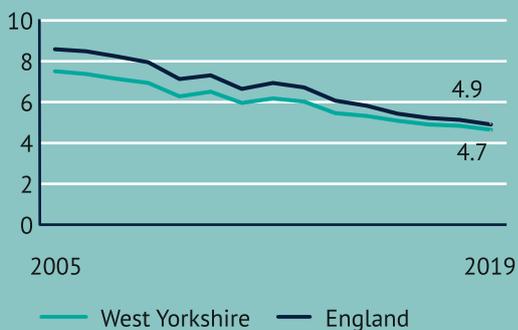


West Yorkshire has declared a climate emergency and is committed to becoming a net zero carbon economy by 2038

Carbon dioxide emissions

Per capita carbon dioxide emissions (t CO2 per head)

Source: UK local authority carbon dioxide emissions estimates 2019, Department for Business, Energy and Industrial Strategy, 2021



“

Per capita emissions in West Yorkshire are below the national average and are on a downward trend. The rate of reduction needs to be accelerated to achieve net zero by 2038.

Tackling the Climate Emergency

Growing our economy while cutting emissions and caring for our environment

West Yorkshire has declared a climate emergency and is committed to becoming a net zero carbon economy by 2038 and to making significant progress against this challenge by 2030. Net zero carbon means emissions produced and emissions taken in are balanced.

The latest data indicate that CO2 end-user **emissions** in West Yorkshire stand at around 10.8 Mt CO2. This equates to 4.7 tonnes per capita, slightly below the national average of 4.9 tonnes.

Carbon dioxide emissions have fallen less quickly in West Yorkshire than nationally over



the last decade for which we have data, but West Yorkshire's starting point was lower in per capita terms.

A continuation of current rates of **emission reduction** in West Yorkshire will not be sufficient to achieve the target of net zero by 2038. It is projected that current policies will only achieve a fraction of the further reductions required to meet the net zero target.

Over the last decade, emissions from the industry, commercial and domestic sectors of the regional economy fell substantially but **transport emissions** did not register a sustained reduction.

Carbon dioxide (CO₂) **emissions intensity** measures the level of emissions per unit of gross value added (GVA) and can be used to examine the relationship between economic growth and emissions. The emissions intensity of the West Yorkshire economy, in terms of CO₂ emissions (kt) per £m of GVA, is slightly above the national average and is higher than most of the comparator areas. The region's emissions intensity fell by 40% between 2005 and 2019.

National data show that there was a significant fall of around 11% in the **UK's CO₂ emissions** in 2020, linked to the effects of the pandemic. This was manifested in a large reduction in the use of road transport and a fall in emissions from the business sector.

Buildings are responsible for almost 40% of the UK's energy consumption and carbon emissions. Improving the **energy efficiency** of properties is an important lever for reducing emissions but also for helping households to manage their

The region's emissions intensity fell by 40% between 2005 and 2019.

living costs. The average Energy Performance Certificate rating for domestic properties in West Yorkshire is D (using a scale of A – most efficient to G – least efficient). This is similar to the national average but significant progress is required to meet the government's target to upgrade as many homes as possible to EPC Band C by 2035.

Providing local people with access to nature is vital to health and quality of life. Currently, just over a fifth of West Yorkshire's population have easy access to local **natural greenspace**.

Flooding is likely to become a more frequent occurrence as a result of climate change. Around 4% of residential properties in West Yorkshire fall within a flood zone, rising to more than 6% in Calderdale. A significant proportion of neighbourhoods in Bradford and Calderdale are acutely vulnerable to the effects of flooding.





Delivering 21st Century Transport

Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

A key purpose of an effective transport system is to connect people to better living standards and higher earning jobs. There has been good progress against our key indicator in this area: West Yorkshire's **access inequality ratio** has improved substantially: 85% of jobs that can be reached

within 30 minutes by car from the most deprived neighbourhoods are also accessible in that time via the bus network, up from 68% in 2016/17.

The West Yorkshire Transport Strategy sets out an ambition to reduce **reliance on private car journeys** and substantially grow the number of trips made using sustainable transport. Sixty-one per cent of trips in West Yorkshire are made by car (slightly above the national average) but the car's share of total trips was falling even before the COVID-19 crisis, just as walking was increasing its share. The bus plays a vital role for those who lack access to a car but its share of trips is also falling, although it plays a more important part in the transport mix in West Yorkshire than nationally.

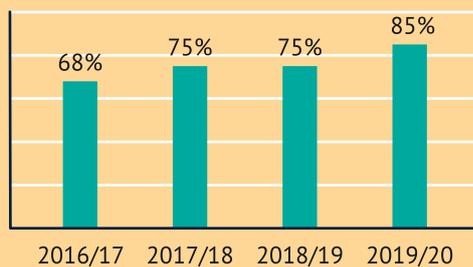
The transport system must play its part in creating clean, safe, healthy places for communities and businesses. Ensuring the safety of all users of our streets and highway network is essential to this as well as enabling people to feel confident to walk or cycle more. For the key indicator of reported **road casualties**, there is a mixed picture. The number of killed or seriously injured casualties arising from traffic accidents has fallen in West Yorkshire in recent years but is still higher than the national average relative to vehicle miles travelled.

¹ This is the ratio of number of jobs accessible in 30 minutes using frequent bus network from most deprived areas in West Yorkshire, to the number of jobs accessible by car in 30 minutes from same areas, during the morning peak

Access inequality ratio

Access inequality ratio (employment)¹

Source: Combined Authority analysis

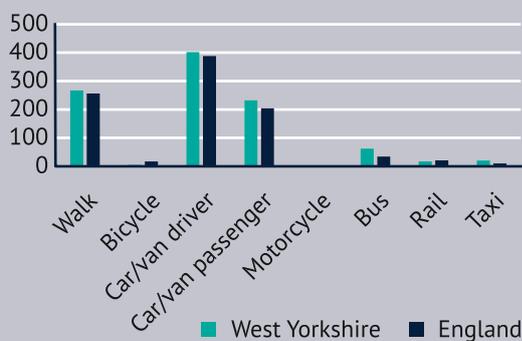


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Inequality of physical access to employment from the most deprived areas in West Yorkshire improved substantially in 2019/20

West Yorkshire mode share

Average trips per person and year by mode (2017/19 average) National Travel Survey, Department for Transport, 2020



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Before the pandemic West Yorkshire saw a decline in trips made by car and an increase in walking but West Yorkshire is still more reliant on the car than nationally

Better planning and management of West Yorkshire’s transport networks is essential and smart ticketing products like Metro’s **MCard** contribute to this. Around 18m bus trips were made using the MCard during 2019, improving the affordability, ease, and experience of bus travel in West Yorkshire. The proportion of travel tickets bought through the MCard mobile app rather than traditional outlets has increased to 35% since its introduction in 2017.

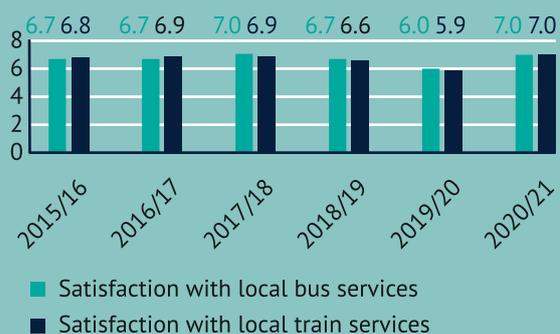
Satisfaction with transport infrastructure, is a key measure of performance and public perceptions. In spite of an improvement in ratings in 2020/21, public satisfaction with highway infrastructure remains relatively low, with road maintenance elements having the lowest levels of user satisfaction.

Satisfaction with local public transport in West Yorkshire is high, when compared with other aspects of the transport system. The level of satisfaction increased in 2020/21, despite the impact of the pandemic on the operation of the system.

It is uncertain what patterns of travel will emerge over time following the pandemic, particularly around the potential for a sustained shift to home working. There is an opportunity to consolidate the changes in travel choices seen under lockdown and support a shift away from carbon-intensive travel to sustainable modes as the economy recovers and grows, to meet the challenge of becoming a net-zero carbon city region by 2038.

Satisfaction with public transport

Satisfaction with bus and rail services in the region Source: Residents’ Perceptions of Transport Survey



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Satisfaction with public transport services increased in 2020/21 in spite of the effects of the pandemic. But the broad trend over time is flat.



Securing Money and Powers

Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds.

Major progress has been achieved against this priority. In March 2020 the West Yorkshire Combined Authority and the Leeds City Region LEP agreed a substantial devolution deal with government to unlock significant long-term funding of at least £1.8 billion and give our region greater freedom to decide how best to meet local needs. The election of the West Yorkshire Mayor, Tracy Brabin, in May 2021 provides greater accountability in the exercise of these powers.

One of the measures of success in exercising the devolved powers will be the region's ability to grow its economy and make an increased **net contribution to HM Treasury.**

Before the pandemic West Yorkshire was making a small positive net fiscal contribution, the only Combined Authority area in the North of England with a positive net fiscal balance.

The additional public expenditure and reduced tax

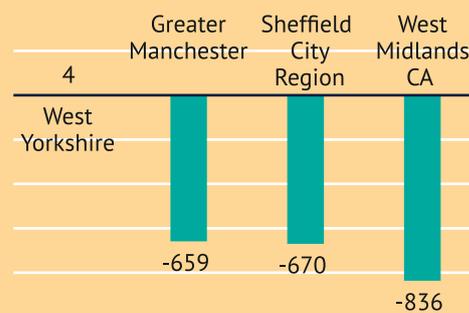


receipts associated with the pandemic will have impacted on the region's fiscal balance but the previous performance against this indicator shows that West Yorkshire has the potential to make a positive contribution in future, subject to achieving a strong economic recovery as we emerge from the pandemic.

Net contribution of local area to exchequer

Net difference per head between tax generated and public sector expenditure, 2017/18

Source: Espresso area comparison tool, GMCA



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According to the latest (pre-pandemic) figures West Yorkshire achieved a positive net fiscal balance in 2017/18. It is the only northern Combined Authority to do this. COVID-19 will have had a significant impact on the public finances since then.

Find out more

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Report to: Finance, Resources and Corporate Committee

Date: 12 October 2021

Subject: **Social Value - Themes, Outputs and Measures**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Faye Barker, Head of Commercial

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 seek approval for the proposed Themes, Outputs and Measures (TOMs) selected for use to measure social value obtained by the Combined Authority in the future.

2. Information

- 2.1 “Social value” is an umbrella term for the wider economic, social and environmental effects of an organisation’s actions. Organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general. Public sector bodies can take social value into account through their policy and spending decisions to maximise the benefit for the communities they serve.¹
- 2.2 Currently the procurement process requests social value commitments from suppliers against a list of specified objectives. There is then a minimum weighting of 10% applied to social value in the evaluation stage. This approach has achieved some success to date but is limited by the inability to consistently measure the benefits proposed and then challenges around monitoring their delivery.

¹ Taken from Social Value Portal website.

- 2.3 In line with partner authorities across the region, the Combined Authority has been working with Social Value Portal to resolve some of these barriers in developing the social value agenda. It is proposed that the Combined Authority adopt the national TOMs framework (created by Social Value Portal), which identifies and measures additional social value benefits delivered through our activities, in terms that are meaningful to external stakeholders.
- 2.4 The Social Value Steering Group (a cross-functional group at the Combined Authority) has worked with Social Value Portal to select which of the national TOMs best meet our organisation objectives and support the Mayor's pledges of tackling the climate emergency, creating well paid jobs for young people, supporting local businesses, prioritising skills and training, keeping women and girls safe. The proposed list of TOMs selected for the Combined Authority can be found in Appendix One.
- 2.5 The Combined Authority TOMs will be used through the contracting life cycle. Suppliers will be requested, as part of their tender submission, to make firm commitments which can be monitored and measured through contract management activities. Suppliers are not expected or requested to make a commitment against all measures, only those they can reasonably expect to achieve. The TOMs shall be split into a Master and Lite set (Appendix Two), allowing the social value expectations to be tailored depending on the value of the contract in question. The Lite set will be applied to operational type contracts and the Master set to strategic contracts.
- 2.6 The Commercial team is also implementing the Social Value Portal online platform which will facilitate the tender and evaluation process as well as enable contract management of social value through regular reporting. It will also signpost suppliers to where help can be obtained.
- 2.7 The Combined Authority is investigating how these TOMs can be used across other areas of the organisation to provide a single means of measuring social value across activities. This is likely to include grants activities with Economic Services, for example.
- 2.8 With our partner authorities also adopting the national TOMs framework, the Combined Authority should be able to report the social value benefit delivered through all our programmes and projects, whether procured by the Combined Authority or our partners, in a more coherent way.
- 2.9 The Combined Authority is able to provide further guidance around the TOMs that will allow us to focus responses to individual TOMs on specific initiatives or geographical regions that we want to support. TOMs can also be reviewed annually to ensure they remain relevant to our strategic objectives and priorities, providing us the opportunity to highlight and specifically target particular metrics as and when required.

3. Tackling the Climate Emergency Implications

- 3.1 The TOMs once agreed and approved will form the basis against which Social Value (including the Climate Emergency) obtained from third parties, will be measured and monitored. The TOMs cover five main areas; Jobs; Environment; Social; Growth and Innovation. Included in this are thirteen measures specifically addressing reducing carbon emissions and air pollution, safe-guarding the natural environment, resource efficiency and circular economy solutions.
- 3.2 A full copy of the TOMs can be found as an appendix to this document.

4. Inclusive Growth Implications

- 4.1 The TOMs once agreed and approved will form the basis against which Social Value (including Inclusive Growth) obtained by third parties, will be measured and monitored. The TOMs cover five main areas; Jobs; Environment; Social; Growth and Innovation. Included in this are several measures specifically addressing Inclusive Growth including but not limited to engagement with SMEs / VCSEs, initiatives to reduce the gender pay gap and expected quantity and quality of resources spent in the most deprived sub-localities across the wider region.
- 4.2 A full copy of the TOMs can be found as an appendix to this document.

5. Equality and Diversity Implications

- 5.1 The TOMs once agreed and approved will form the basis against which Social Value (including ED&I) obtained by third parties will be measured and monitored. The TOMs cover five main areas; Jobs; Environment; Social; Growth and Innovation. Included in this are several measures specifically addressing ED&I including but not limited to training and education, mental health outreach, reducing inequalities and similar ED&I concerns across the wider region.
- 5.2 A full copy of the TOMs can be found as an appendix to this document.

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 The Social Value TOMs have been developed in consultation with the Social Value Portal directly and through the Social Value Working Group within WYCA.

10. Recommendations

- 10.1 That the Committee endorses the selected TOMs and that these are used to measure social value obtained by the Combined Authority in the future.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Social Value TOMs (Master)

Appendix 2 – Social Value TOMs (Lite)



WYCA TOMs 2021 - Master

Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitons, Guidance, and Key Evidence Requirements](#) document.

REF	QUESTION	UNITS	VALUE/MULTIPLIER
Jobs: Promote Local Skills and Employment: More local people in employment			
NT1	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter	no. people FTE	Localised by Project
NT1b	No. of residents (FTE) from the listed sub-localities employed directly or through the supply chain as a result of your procurement requirements on the contract for one year or the whole duration of the contract, whichever is shorter (see sub-localities listed in 'LISTNT1b')	no. people FTE	Localised by Project
NT1c	No. of local people (FTE) on contract for one year or the whole duration of the contract, whichever is shorter, employed through the supply chain as a result of your procurement requirements	no. people FTE	Localised by Project
NT2	Percentage of local employees (FTE) on contract	%	£0.000
NT75	Good and fair work charters and related employment practices are implemented and facilitated on contract	Y/N	£0.000
Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people			
NT3	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or	no. people FTE	£20,481.000

	longer) as a result of a recruitment programme		
Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people			
NT3a	No. of armed forces veterans employees (FTE) hired on the contract as a result of a recruitment programme who are long term unemployed (unemployed for a year or longer) and are facing specific barriers to transitioning to civilian employment that do not qualify them as disabled (e.g. long term service)	no. people FTE	£20,481.000
NT3c	No. of mothers returning to work (FTE) hired on the contract as a result of a recruitment programme who are long-term unemployed (unemployed for a year or longer) - (when the mother is the primary carer)	no. people FTE	£20,481.000
NT4	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme	no. people FTE	£14,782.000
NT7	No. of hours of support into work provided to over 24 y.o. unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500
54 Jobs: Promote Local Skills and Employment: Improved skills			
NT8	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.090
NT9	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£286.470
NT10	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£224.070
Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people			
NT9a	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+ - delivered for groups specified in 'LISTNT9a' (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders)	no. weeks	£286.470

NT10a	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+ - delivered for groups specified in 'LIST NT10a' (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders)	no. weeks	£224.070
Jobs: Promote Local Skills and Employment: Improved skills for a low carbon transition			
NT54	Support a 'just transition' for workers by supporting those in 'traditional' high carbon industries to retrain	no. hrs (total session duration)*no. attendees	£105.500
NT10b	No. weeks on the contract of apprenticeships relating to the low carbon economy - opportunities either to be completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no. weeks	£224.070
Jobs: Promote Local Skills and Employment: Improved employability of young people			
NT11	No. of hours of support into work provided to under 24 y.o. (young people) unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£168.720
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£168.720
Jobs: Promote Local Skills and Employment: Improved employability of young people			
NT13a	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£332.500
NT15	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.860
Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs			

NT15a	Provision of expert business advice to help VCSEs and MSMEs achieve net zero carbon	no. staff expert hours	£101.860
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.090
NT18	Total amount (£) spent in LOCAL supply chain through the contract	£	Localised by Project
NT18a	Total amount (£) spent through the contract in specified sub-localities (e.g. high deprivation areas) - please refer to list NT18a for the qualifying areas	£	Localised by Project
NT19	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	£	Localised by Project
NT19a	Total amount (£) spent through contract with LOCAL micro and small enterprises within your supply chain	£	Localised by Project
Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health			
NT20	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	no. employees provided access	£131.860
NT39	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£ invested including staff time	£1.000
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.860
Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities			
NT40	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives)	£ invested including staff time	£1.000

Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities

NT57	Prime contractor's median gender salary pay gap for staff - Small and Medium enterprises	% median gender pay gap	£0.000
NT41	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£0.000
NT42	Percentage of contractors in the supply chain required (or supported if they are micro OR small business) to pay at least Real Living wage	%	£0.000

Growth: Supporting Growth of Responsible Regional Business: Ethical Procurement is promoted

NT22	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	%	£0.000
NT43	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	£ invested including staff time	£1.000

Social: Healthier, Safer and more Resilient Communities: Creating a healthier community

NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£ invested including staff time	£1.000
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Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently

NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.000
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Growth: Supporting Growth of Responsible Regional Business: Ethical Procurement is promoted

NT59	Number of comprehensive supply chain audits to be undertaken to identify, monitor and reduce the risk of	no. audits	£0.000
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	modern slavery occurring in relation to the contract		
Social: Healthier, Safer and more Resilient Communities: More working with the Community			
NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.000
NT60	No. of people employed (FTE) in the supply chain with specific responsibility to identify and manage the risk of modern slavery occurring in relation to the contract	no. people FTE	£0.000
NT29	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.090
NT61	Percentage of invoices on the contract paid within 30 days	%	£0.000
Social: Healthier, Safer and more Resilient Communities: Crime is reduced			
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£ invested including staff time	£1.000
Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced			
NT31	Savings in CO2 emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved)	tCO2e	£70.430
NT31.1	Please specify and evidence the baseline level of emissions used to measure savings/reductions against, and the baseline year (e.g. 100 tonnes of CO2e based on 2018 emission levels), see also Technical guidance for NT31.	Baseline CO2 emissions (Tonnes CO2e) and baseline year	£0.000
NT31.2	Please specify and evidence the the target level of emissions on the project (as determined by the reduction commitments), see also Technical guidance for NT31.	Target emissions (tonnes of CO2e) - (not reduction)	£0.000

NT31.3	Please specify the net zero carbon target year (e.g. net zero carbon by 2030) as relevant at project or corporate level. Targets for reaching net zero carbon should be specified as a minimum to be in line with a net zero greenhouse gas emissions target of 2050. Please see technical guidance for NT31.	Target year for net zero carbon (e.g. NZC by 2030)	£0.000
NT44	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£0.000
Environment: Decarbonising and Safeguarding our World: Air pollution is reduced			
NT32	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	miles saved	£0.022
Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced			
NT64	Contribution made on the contract to own carbon offsetting, either through own fund or with certified external providers (when it has been demonstrated said carbon emission cannot be reduced within the contract's timeframe)	£	£1.000
NT45	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
NT65	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV	%	£0.000
NT66	Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)	Y/N	£0.000
Environment: Decarbonising and Safeguarding our World: Air pollution is reduced			
NT46	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities)	Y/N	£0.000
Environment: Decarbonising and Safeguarding our World: Safeguarding the natural environment			
NT67	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems	£	£1.000

NT68	Plastic recycling rate on the contract (to e.g. reduce microplastics)	%	£0.000
Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted			
NT69	Support provided internally and to MSMEs and VCSEs within the supply chain to adopt Circular Economy solutions - business case and leadership for circular economy	no. staff expert hours	£101.860
NT70	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	kg	£0.000
NT71	Value of service provided by local partnerships that implement circular economy solutions	£	£1.000
NT48	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
NT49	Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses (NTs) or (e.g. RE) Supply Chain Sustainability School bronze or higher or equivalent	no. hrs (total session duration)*no. attendees	£101.860
Innovation: Promoting Social Innovation: Social innovation to create local skills and employment			
NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
Innovation: Promoting Social Innovation: Social innovation to support responsible business			
NT51	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities			
NT52	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000

Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency

NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
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WYCA TOMs - Lite

Themes, Outcomes and Measures

This document outlines the Themes, Outcomes and Measures being used in this tender/contract. For more information, please refer to the [Definitons, Guidance, and Key Evidence Requirements](#) document.

REF	QUESTION	UNITS	VALUE/MULTIPLIER
Jobs: Promote Local Skills and Employment: More local people in employment			
NT1	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter	no. people FTE	Localised by Project
Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people			
NT3	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) as a result of a recruitment programme	no. people FTE	£20,481.000
NT4	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme	no. people FTE	£14,782.000
NT7	No. of hours of support into work provided to over 24 y.o. unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500
Jobs: Promote Local Skills and Employment: Improved skills			

NT8	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£16.090
Jobs: Promote Local Skills and Employment: Improved employability of young people			
NT11	No. of hours of support into work provided to under 24 y.o. (young people) unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.500
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£168.720
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£168.720
Jobs: Promote Local Skills and Employment: Improved employability of young people			
NT13a	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£332.500
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.860
Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities			
NT57	Prime contractor's median gender salary pay gap for staff - Small and Medium enterprises	% median gender pay gap	£0.000
NT41	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£0.000
Social: Healthier, Safer and more Resilient Communities: Creating a healthier community			
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity,	£ invested including	£1.000

	alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	staff time	
Social: Healthier, Safer and more Resilient Communities: More working with the Community			
NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.000
Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced			
NT31	Savings in CO2 emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved)	tCO2e	£70.430
NT31.1	Please specify and evidence the baseline level of emissions used to measure savings/reductions against, and the baseline year (e.g. 100 tonnes of CO2e based on 2018 emission levels), see also Technical guidance for NT31.	Baseline CO2 emissions (Tonnes CO2e) and baseline year	£0.000
NT31.2	Please specify and evidence the the target level of emissions on the project (as determined by the reduction commitments), see also Technical guidance for NT31.	Target emissions (tonnes of CO2e) - (not reduction)	£0.000
NT31.3	Please specify the net zero carbon target year (e.g. net zero carbon by 2030) as relevant at project or corporate level. Targets for reaching net zero carbon should be specified as a minimum to be in line with a net zero greenhouse gas emissions target of 2050. Please see technical guidance for NT31.	Target year for net zero carbon (e.g. NZC by 2030)	£0.000
Social: Healthier, Safer and more Resilient Communities: Crime is reduced			
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£ invested including staff time	£1.000
NT44	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£0.000
Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced			
NT64	Contribution made on the contract to own carbon offsetting, either through own fund or with certified external providers (when it has been demonstrated said carbon emission cannot be reduced within	£	£1.000

	the contract's timeframe)		
NT45	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
NT65	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV	%	£0.000
Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted			
NT69	Support provided internally and to MSMEs and VCSEs within the supply chain to adopt Circular Economy solutions - business case and leadership for circular economy	no. staff expert hours	£101.860
NT70	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	kg	£0.000
NT49	Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses (NTs) or (e.g. RE) Supply Chain Sustainability School bronze or higher or equivalent	no. hrs (total session duration)*no. attendees	£101.860
Innovation: Promoting Social Innovation: Social innovation to create local skills and employment			
NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000
Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency			
NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, equipment etc	£1.000

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Report to: Finance, Resources and Corporate Committee

Date: 3 November 2021

Subject: **Capital Spending and Project Approvals**

Director: Melanie Corcoran, Director of Delivery

Author: Craig Taylor, Head of Portfolio Management and Appraisal

1 Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 The Finance, Resources and Corporate Committee has delegated decision making authority approved by the Combined Authority on 24 June 2021. Where the Finance, Resources and Corporate Committee is asked to make an approval decision this will be highlighted in the summary table and made clear in the recommendations.
- 1.3 The recommendations can be found in Section 13 of this report.

2 Impact of COVID-19

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

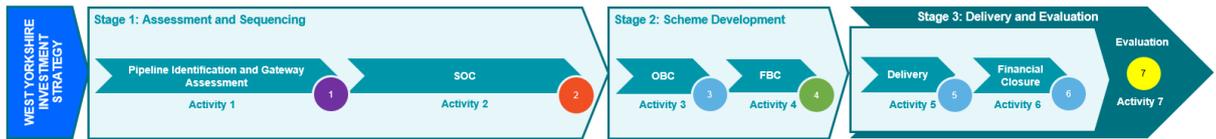
3 Tackling the Climate Emergency Implications

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

- Has strengthened how clean growth and climate change impacts are considered as part of all schemes that come through the Combined Authority's Assurance Framework.
 - Requires LEP and the Combined Authority reports to include clean growth / tackling the Climate Emergency implications, including qualitative impact assessments.
- 3.2 To fully strengthen decision making across the whole of the Combined Authority's Assurance Framework a robust, quantifiable methodology and tool for assessing all new schemes predicted carbon emissions/wider clean growth impacts is being developed.
- 3.3 Work is currently underway to refine the toolkit methodology by assessing a selection of existing capital schemes progressing through the assurance process. Draft results of the outcomes of these assessments, including any potential mitigation of carbon impact, are currently being prepared and will be presented to the Combined Authority before the end of the calendar year. This represents a delay due to difficulties encountered carrying out carbon impact assessments on an initial subset of schemes. This has allowed the consultants to take these challenges into account in making improvements to the methodology. The tool will be incorporated into the Assurance Framework so that it can be used to assess future proposals as they progress through the assurance process. This part of the commission will involve a training element to ensure carbon assessment is properly embedded in the assurance process.
- 3.4 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports. This ensures that the business cases now reflect the Leeds City Region Climate Emergency priority and evidence that they will reduce carbon emissions (both directly and indirectly).

4 Report

- 4.1 This report presents proposals for the progression of two schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. These schemes have a funding value of £1,100,000 when fully approved, of which £1,100,000 will be funded by the Combined Authority. A total expenditure recommendation to the value of £1,100,000 is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.
- 4.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project-by-project basis.
- 4.3 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.



Stage 1: Assessment and Sequencing

- 4.4 Programmes / schemes will start to be developed through an ongoing dialogue with the Region’s businesses, third sector and public organisations, in line with the WYIS. Schemes will access funding through either a commissioning process or through open calls. Programmes / schemes will be assessed through a Strategic Assessment (an early-stage gateway check and challenge review) to determine if they are eligible to proceed (Decision Point 1).
- 4.5 If approved the scheme will progress to strategic outline case (SOC), where schemes will be expected to demonstrate a strategic fit in terms of project outcomes and set out their proposed approach to establishing value for money (VfM). At this stage, a long list of options will be considered with a shortlist being presented in the SOC. Consultation at this stage will be limited, but will be a key to the next activity, outline business case (OBC) in Stage 2. At this stage, funding may be sought to enable work to progress on the OBC. Schemes will also be required to submit an Appraisal Specification Report (ASR). It is at the end of this stage where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels (Decision Point 2).

Stage 2: Scheme Development

- 4.6 If approved the scheme will progress to outline business case (OBC) unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The Economic Case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (Decision Point 3) as set out in the approval pathway and route approved at Decision Point 2.
- 4.7 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be

presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.

- 4.8 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

Stage 3: Delivery and Evaluation

- 4.9 Once a scheme gains FBC approval and the conditions set have been met, the scheme can progress into Activity 5 (Delivery).
- 4.10 Upon scheme completion, a Delivery Closure Report is required that details how the scheme has performed. This includes whether delivery has remained within the timeframes specified within the business case, has achieved the objectives of the scheme and associated outputs, documents what has been delivered and highlights the overall costs. The Delivery Closure Report will be presented for approval by the decision-maker (Decision Point 5) as set out in the approval pathway and route approved at Decision Point 2.
- 4.11 Following completion of Activity 6, the scheme will be required to submit a Financial Closure Report (Activity 6). The Financial Closure Report confirms the final costs for the scheme, ensuring all payments have been completed. The Financial Closure Report will be presented for approval by the decision-maker (Decision Point 6) as set out in the approval pathway and route approved at Decision Point 2.
- 4.12 The purpose of the Delivery and Financial Closure Reports is to assess the success of the scheme, identify best practice for future schemes, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future schemes.
- 4.13 Activity 7 (Evaluation) will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point as opposed to the previous decision points in the process and will be undertaken when the scheme is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall objectives set out in the SOC. Insights and learning intelligence from evaluation will also be fed back into policy and strategy in order to inform the design and development of future schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

Value for Money - Benefit Cost Ratios

- 4.14 The Benefit to Cost Ratio (BCR) for some of the schemes in this report potentially represent low value for money, when assessed using the Department for Transport's Transport Appraisal Guidance TAG on the appraisal of transport schemes.

- 4.15 This is because whilst calculating benefits to costs of a transport scheme there are many more journeys made by car than are made by bus, cycling, and walking and as a consequence the monetised benefits arising from improvements to bus, cycling and walking journeys may be outweighed by the monetised dis-benefits to car users.
- 4.16 However, a key strategic objective of investment is to encourage modal switch to more sustainable modes and therefore whilst the 'core' BCR (i.e. following Green Book guidance on total impact on the society as a whole) for some schemes may be low, discounting the dis-benefits to car users from the appraisal will result in a higher BCR and where possible this 'range of BCR' will be presented to support decision making. This is in line with HM Treasury guidance where appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 4.17 Her Majesty's Treasury (HMT) have now completed the review of the Green Book. The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects. This review has endorsed the Combined Authority's approach by clarifying that overall Value for Money judgement should not depend solely on the BCR but be informed by a balanced consideration of all relevant evidence, that is, appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 4.18 In particular, HMT have clarified further that in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of a project. This might for example include, but not limited to, a greater focus on regional impacts to help deliver Levelling Up, ensuring transformational projects are given due consideration, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use, supporting / accelerating housing development and allowing a greater emphasis on the requirement to carry out equalities analysis as required by the Public Sector Equalities Duty. The specific approach will be determined on a programme-by-programme basis as funding and investment streams come forward.

<p>Fair Work Charter</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will contribute to achieving the Mayor of West Yorkshire's pledge to support local business and also aligns with the Combined Authority's Strategic Economic Framework, specifically in relation to inclusive growth.</p> <p>A Fair Work Charter secures commitment from employers to drive positive employment behaviours and practices and recognises their efforts through accreditation.</p> <p>The scheme will develop, launch, and embed a West Yorkshire Fair Work Charter which aims to boost workforce productivity, profitability, innovation, reduce in-work poverty, boost health and wellbeing, and promote greater economic inclusion for disadvantaged groups and communities.</p> <p>The scheme will recruit a dedicated team to increase capacity and expertise to engage with businesses and to undertake communications and marketing activities to support the launch and raise awareness of the Charter, its benefits and to encourage businesses to seek accreditation. Activities will complement existing business engagement and support offered by the Combined Authority and its partners.</p> <p>This scheme will be funded from the Single Investment Fund.</p> <p><u>Impact</u></p> <p>A Fair Work Charter has the potential to positively change the way the economy works by creating an inclusive and accessible fair work 'movement' by setting "the standards we expect for good work in our region" and supporting businesses to realise the benefits to both employees and employer.</p> <p>The scheme's wider social benefits include reducing in-work poverty, boosting health and wellbeing and promotion of greater inclusion for disadvantaged groups.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £600,000</p> <p>Total value of Combined Authority funding - £600,000</p> <p>Funding recommendation sought - £600,000</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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<p>Supporting Local Business Pledge Development Programme</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will develop a programme pipeline, focussing on new activities to support businesses, which complement the existing business support offered by the Combined Authority and local partners. The pipeline developed will be especially linked to the needs of businesses in economic recovery, in line with the West Yorkshire Investment Strategy (WYIS).</p> <p>The scheme will recruit two new Combined Authority posts to develop the programme pipeline which proposes to include:</p> <ul style="list-style-type: none"> • The design, development, and piloting of new activities to support businesses to recover, by improving their productivity and resilience. • Development of a Mayoral Challenge competition and empowering the West Yorkshire Innovation Network's work to stimulate further entrepreneurial innovation and new support activities • Developing a regional approach to working with sectors on key agendas, for example boosting productivity, including delivering the West Yorkshire Manufacturing Task Force <p>Work will also take place to identify new activities which could support the growth of co-operative, social enterprise, and worker-owned businesses.</p> <p>The scheme will commission work from external organisations when additional resource and / or expertise is required.</p> <p>The scheme is seeking approval for £500,000 from the Single Investment Fund which will fund the programme for three years. This will fund the development of the programme pipeline only. Additional funding will need to be secured to deliver any new programmes and projects identified.</p> <p><u>Impact</u></p> <p>The scheme will support local businesses, especially those in economic recovery, to become more productive and more resilient, by developing and piloting a range of new business support activities. The development of the programme pipeline will support future funding bids and increase the knowledge and understanding of what businesses, social enterprises, cooperatives, and other types of business need so that any new activities offer the right support.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (SOC) and decision point 4 (FBC) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £500,000</p> <p>Total value of Combined Authority funding - £500,000</p> <p>Funding recommendation sought - £500,000</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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Decisions relevant to this thematic committee made through other delegations

- 4.19 Since the Finance, Resources and Corporate Committee's meeting on 8 September 2021, the following decision points and change requests have been assessed in line with the Combined Authority's assurance process and approved by the Combined Authority on 21 October 2021. A total expenditure of £1,000,000 has been approved.
- 4.20 Please note that on 24 June 2021 the Combined Authority delegated approval of the two schemes shown below to the Finance, Resources and Corporate Committee. To expedite scheme delivery and to avoid any delay the schemes were presented to the Combined Authority on 21 October 2021.

<p>Green Jobs Taskforce and Gateway West Yorkshire</p>	<p>Scheme description</p> <p>The Green Jobs Taskforce and Gateway scheme will support the Mayor of West Yorkshire's pledge to 'create 1,000 well paid, skilled, green jobs for young people'. The scheme will also support the region's commitments to be net zero carbon by 2038 by supporting green skills and jobs.</p> <p>The scale, reach, provision and future demand for green skills and jobs in West Yorkshire, is not currently known. The scheme will research what is currently available, future demand and identify any gaps in provision, to develop a plan of actions the Combined Authority can take to support achievement of the pledge and net zero carbon target and to capitalise on the opportunities and longer-term benefits from 'greening of the economy'. The research will include how the Combined Authority's own current and future programmes can support green skills and jobs.</p> <p>The scheme will fund two new Combined Authority posts to work with the newly convened West Yorkshire Green Jobs Taskforce. The taskforce will provide input into the development of a Green Jobs Gateway, a web portal launched in August 2021, where employers can pledge jobs, and support is provided by sign posting to employment and skills services in the region.</p> <p>The scheme will also fund marketing and communications to promote the taskforce's work, including raising awareness of its findings to individuals and businesses.</p> <p>The scheme is seeking approval for £500,000 from the Single Investment Fund, which was agreed in principle by the Combined Authority on 24 June 2021.</p> <p>Impact</p> <p>The scheme will provide the Combined Authority with a comprehensive understanding of current green jobs and green skills and future demand in West Yorkshire. Actions will be identified, and a plan produced which the Combined Authority can use to support achievement of the Mayor's pledge and net zero carbon target. The scheme will also identify how the Combined Authority can contribute to the pledge and net zero target through its own current and future programmes and how it can influence partners it works with to support green skills and jobs.</p> <p>Decision</p> <p>The Combined Authority gave approval to proceed through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £500,000</p> <p>Total value of Combined Authority funding - £500,000</p> <p>Funding approved - £500,000</p>
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<p>Creative New Deal</p> <p>Leeds City Region</p>	<p>Scheme description</p> <p>This scheme will support development and delivery of activities to support the cultural and creative industries across West Yorkshire as the region emerges from the Covid-19 pandemic. The package of proposed activity will ensure that the Mayor's pledge for a Creative New Deal can be delivered as a prioritisation of a key objective of the Economic Recovery Plan. Further funding will be required to meet the scale of these ambitions, and this work will enable a robust business case to be developed to secure further delivery.</p> <p>Two strands of activity will be supported:</p> <p>Strand one: boosting capacity to deliver a creative new deal including a continuation of the Beyond Brontes programme, an existing scheme which aims to address under representation within the screen industries, by breaking down the perceived and actual barriers that can prevent young people (aged 18-24) from diverse backgrounds starting and establishing careers within the industry.</p> <p>Strand two: progress the concept of a town of culture award, a new initiative for West Yorkshire to promote culture, and for developing the concept of a theatre without walls to maximise the collective potential and access to theatre in the region.</p> <p>Supporting the creative and cultural industries is a key Mayoral priority.</p> <p>The scheme is seeking approval for £500,000 from the Single Investment Fund, which was agreed in principle by the Combined Authority on 24 June 2021.</p> <p>Impact</p> <p>Funding will build capacity and expertise to support businesses and communities across West Yorkshire to make sure that people from diverse backgrounds are able to participate in and benefit from the creative industries.</p> <p>Decision</p> <p>The Combined Authority approved decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £500,000</p> <p>Total value of Combined Authority funding - £500,000</p> <p>Funding approved - £500,000</p>
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Decisions made through the delegation to the Director of Delivery

4.21 The following decision point 7 (Financial Closure Report on the old assurance pathway) reports have recently been assessed in line with the Combined Authority’s assurance process and approved through the agreed delegation to the Combined Authority’s Director of Delivery.

<u>Scheme</u>	<u>Scheme description</u>
Corporate Technology Programme	<p>This programme, fully funded from the Combined Authority’s Corporate Projects allocation at a total final cost of £4,035,000 aimed to deliver the Combined Authority’s Corporate Technology Strategy (CTS) which was approved on 20 March 2018. The programme consisted of ten objectives, with 37 individual tasks grouped into 16 delivery areas.</p> <p><u>Impact</u></p> <p>The programme has delivered five of its ten objectives:</p> <ul style="list-style-type: none"> • Established a Partnership Management Model with a third party for the procurement, development, and implementation of new technology services. • Provided the Combined Authority with Public Services Network (PSN) so that it can connect to other public sector systems. • Developed and implemented a new equipment allocation policy so staff have devices that meet the requirements of their roles. • Implemented technology that provides quick access to internal documents from any location and from mobile. • Provided SharePoint expertise to support and develop systems such as the Project Management Information System (PIMS) and the organisation’s Intranet by January 2019. <p>The remaining ongoing objectives have now been incorporated into the MCA Digital Programme.</p> <p><u>Decision</u></p> <p>The Director of Delivery gave approval that:</p> <p>The project closure report for the CTP project is approved, and the programme proceeds through Decision Point 7 and work continues on Benefits Realisation as outlined in this report.</p>

5 Information

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

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

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

Projects in Stage 1: Assessment and Sequencing

Project Title	Fair Work Charter
Stage	1 (eligibility)
Decision Point	2 (strategic outline case)

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

Background

- 5.3 The scheme will contribute to achieving the Mayor of West Yorkshire’s pledge to support local business and also aligns with the Combined Authority’s Strategic Economic Framework, specifically in relation to inclusive growth.
- 5.4 The experience of the COVID-19 pandemic has highlighted how some employment behaviours and practices have adversely impacted on people’s physical and mental wellbeing and in-work poverty.
- 5.5 A Fair Work Charter secures commitment from employers to drive positive employment behaviours and practices and recognises their efforts through accreditation. When effectively designed, resourced, and implemented, a charter has the potential to address in-work poverty, wellbeing, inequality, and productivity challenges and change the way the economy works by creating an inclusive and accessible fair work ‘movement’ which benefits employees and employers.
- 5.6 The West Yorkshire Fair Work Charter aims to boost workforce productivity, profitability, innovation, reduce in-work poverty, boost health and wellbeing, and promote greater economic inclusion for disadvantaged groups and communities.
- 5.7 The Charter also aims to change employers’ behaviours and practices by addressing:
- in-work poverty

- poor mental health and the resulting risk of exclusion from the labour market,
 - barriers created by inequalities for many communities that lead to higher unemployment and lack of social mobility
 - improve innovation and productivity caused by inequalities
- 5.8 A steering group of partners and stakeholders has been set up including representatives from the Chartered Institute of Personnel and Development (CIPD), the Advisory, Conciliation and Arbitration Service (ACAS), the NHS, Chambers of Commerce and Federation of Small Businesses. The steering group will lead the development of the Fair Work Charter through co-design, consultation and research into appropriate measures which will enhance fairness in the workplace.
- 5.9 Early consultation with stakeholders and partners is already underway and has benefitted from engagement with Manchester and Liverpool which have developed their own Fair Work Charters.
- 5.10 The scheme will support the launch of the Charter and its uptake by local businesses. The scheme will recruit a dedicated team to increase capacity and expertise to engage with businesses and to undertake communications and marketing activities to support the launch and raise awareness of the Charter, its benefits and to encourage businesses to seek accreditation. Activities will complement existing business support offered by the Combined Authority and its partners.
- 5.11 The scheme is expected to support businesses to adopt the Charter and commit to and achieve accreditation, with existing good practice being recognised and areas for development identified to allow employers to make changes to achieve the criteria to become a ‘fair work employer’.
- 5.12 The scheme is seeking approval for £600,000 from the Single Investment Fund.
- 5.13 A summary of the scheme’s business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 5.14 The development of the Fair Work Charter will provide opportunities to engage with more businesses and raise awareness of the business support available to help tackle the climate emergency. The scheme will engage with different types of businesses, including social enterprises and cooperatives that the Combined Authority has not previously worked with, creating further opportunities to raise awareness of the climate emergency.
- 5.15 There are also opportunities for the Charter itself and associated accreditation, to influence employer behaviours and practices which support measures to tackle the climate emergency. For example, an employer promoting and supporting employee wellbeing leads to an increase in cycling and walking

which will lead to a reduction in carbon. This will be explored as the steering group develops the Charter.

Outputs, Benefits, and Inclusive Growth Implications

5.16 The scheme outputs and benefits include:

- Boosting workforce productivity
- Increasing profitability, revenue, and innovation
- Reducing in-work poverty
- Improving health and wellbeing
- Promoting greater economic inclusion for disadvantaged groups and communities

5.17 The Combined Authority's Inclusive Framework, adopted in March 2021 as part of the Strategic Economic Framework, included the ambition of 'Our Employers provide Good Work because they, value and benefit from diversity (at all levels), actively promote employee welfare, and invest in their workforce'. The scheme directly links to and supports this ambition, the Mayor's focus on inclusion and the pledge supporting local businesses.

Equality and Diversity Implications

5.18 An Equality Impact Assessment (EQIA) has been undertaken for the project and equality and diversity impacts taken account of as part of the development of the project and the business case development. As the Fair Work Charter develops, equality and diversity impacts will be further taken account of.

Risks

5.19 The scheme risks include:

- Lack of capacity to support delivery of the Charter, mitigated by early identification of staffing resource within the Combined Authority to support delivery until dedicated resource is in place.
- Lack of external expertise / market interest to support delivery, mitigated by early engagement with experts to secure early interest in supporting the development of the Charter.
- Employers unable or unwilling to engage with the Charter and accreditation because of other priorities for example resourcing / recruitment / covid recovery / energy costs. Mitigated by communicating to businesses how the Charter and becoming a fair work employer can help some of their challenges.

Costs

5.20 The total scheme costs are £600,000 which will be solely funded by the Combined Authority from the Single Investment Fund.

5.21 The Combined Authority agreed £600,000 in principle on 24 June 2021, to support development of the West Yorkshire Fair Work Charter, as part of the Mayor’s pledge to support local businesses.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	03/11/2021
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	03/11/2021
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/07/2024
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/07/2024
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/10/2024

Other Key Timescales

- 5.22 Delivery starts November 2021
- 5.23 Steering group’s first meeting - October 2021
- 5.24 Recruitment of delivery team starts – November 2021
- 5.25 Launch and implementation of the Charter – March 2022

Assurance Tolerances

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

Appraisal Summary

- 5.26 The Fair Work Charter scheme has a strong strategic fit with the Combined Authority's Strategic Economic Framework, specifically the Inclusive Growth Framework and supports the Mayor's pledge to introduce a Fair Work Charter and support local businesses and the Mayor's wider inclusivity agenda.
- 5.27 The scheme benefits from lessons learned and good practice established by the experience of similar schemes in Liverpool and Manchester and has made early engagement with stakeholders. The Business, Economy and Innovation Committee will provide strategic oversight and guidance for delivery. Progress will also be overseen by the Mayoral Combined Authority programme, using existing governance structures and process.
- 5.28 The Combined Authority delegated decision point 2 approval to the Finance, Resources and Corporate Committee, alongside the agreement in principle for the funding, in June 2021.
- 5.29 A Strategic Outline Case has been submitted but it is recommended that the scheme progresses through decision point 2 and decision point 4 and goes direct to activity 5 (delivery).

Recommendations

- 5.30 The Finance, Resources and Corporate Committee approves that:
- (i) The Fair Work Charter proceeds through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) with Approval to Proceed to activity 5 (delivery).
 - (ii) Approval to the Combined Authority's contribution of £600,000. The total scheme value is £600,000.
 - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outline in the report.

Project Title	Supporting Local Business Pledge Development Programme
Stage	1 (eligibility)
Decision Point	2 (strategic outline case)

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

Background

- 5.31 The Supporting Local Business Pledge Development Programme scheme will support the Mayor of West Yorkshire’s pledge to “support local businesses and be champion for our regional economy”. The scheme will also support the Economic Recovery Plan, which sets out how the Combined Authority will grow a more inclusive, resilient, sustainable economy with more productive businesses, better levels of skills and entrepreneurialism, less inequality and environmental sustainability.
- 5.32 The scheme will develop a new programme pipeline, focussing on new activities to support businesses, which will complement the existing business support offered by the Combined Authority and local partners. The pipeline developed will be especially linked to the needs of businesses in economic recovery, in line with the West Yorkshire Investment Strategy (WYIS).
- 5.33 The pipeline developed under this scheme proposes to include:
- The design, development, and piloting of new activities to support businesses to recover, by improving their productivity and resilience. Activities are likely to include support around strategic planning, investment, exporting and delivering good / fair work.
 - Development of a Mayoral Challenge competition and empowering the West Yorkshire Innovation Network’s work to stimulate further entrepreneurial innovation and new support activities.
 - Developing a regional approach to working with sectors on key agendas, for example boosting productivity. This will include delivering the West

Yorkshire Manufacturing Task Force, to represent manufacturing businesses and produce recommendations on the sector's future needs.

- 5.34 The scheme will fund two new dedicated Combined Authority posts. The Programme Development Lead and Policy Officer will work between policy and delivery teams, to manage the pipeline development, engagement with partners and other stakeholders and to explore future funding options to deliver the pipeline programmes identified.
- 5.35 Work will also take place to identify new activities to support the growth of co-operative, social enterprise, and worker-owned businesses.
- 5.36 The scheme will commission work from external organisations when additional resource and / or expertise is required. For example, when developing new activities for social enterprises or cooperatives and other types of business which the Local Enterprise Partnership Growth Hub has not worked with before.
- 5.37 The scheme is seeking approval for £500,000 from the Single Investment Fund which will fund the programme for three years.
- 5.38 A summary of the scheme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 5.39 The process for identifying programmes to be included in the pipeline will include assessing their impact on tackling the climate emergency. This will be a key consideration in the prioritisation process.

Outputs, Benefits, and Inclusive Growth Implications

- 5.40 The scheme outputs and benefits include:
- Development of a pipeline of programmes, projects, and activities to support business growth and support future funding bids.
 - Improved knowledge and understanding on how to support local businesses, especially social enterprises, cooperatives, and other types of business the Combined Authority has not worked with before.
 - Pilot testing of prospective pipeline programmes, to gain understanding of what works and any associated risks and mitigations.
 - The delivery of the pipeline programmes, itself is expected to contribute to the following West Yorkshire Investment Strategy (WYIS) outcomes directly:
 - Good Work through more inclusive employment environments and interventions
 - Resilient supply chains
 - Innovation as a key route through recovery

- Increasing the size of the West Yorkshire business base relative to population
- Improving skills and boost employment and productivity in growth sectors.

Equality and Diversity Implications

5.41 An Equality Impact Assessment (EQIA) has been undertaken for the project and equality and diversity impacts taken account of as part of the development of the project and the business case development. As the pipeline develops, equality and diversity impacts will be further taken account of.

Risks

5.42 The scheme risks include:

- Risk of insufficient staff to deliver programme, mitigated by recruiting two new posts which will be supported by existing staff in Business, Innovation and Skills Policy Team and Business Support Team.
- Risk of not being able to recruit staff with the required level of experience and expertise, mitigated by applying learning from recent recruitment of similar posts and using networks including partner councils and social media to widely advertise the roles.

Costs

5.43 The scheme costs are £500,000 which will be solely funded by the Combined Authority from the Single Investment Fund.

5.44 The Combined Authority gave indicative approval on 24 June 2021, for up to £500,000 from the Single Investment Fund to support scheme development relating to business support.

5.45 This will fund the development of the programme pipeline only. Additional funding will need to be secured to deliver any new programmes identified.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	03/11/2021
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	03/11/2021

5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	24/01/2022
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	20/01/2025
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	20/01/2026

Other Key Timescales

- 5.46 Recruitment of two new Combined Authority staff – January 2022
- 5.47 Scheme closure – January 2025

Assurance Tolerances

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

Appraisal Summary

- 5.48 The scheme presents a strong strategic case, supporting the Mayoral pledge to “Support local businesses and be champion for our regional economy”. The scheme also supports the 2021 West Yorkshire Economic Recovery Plan, has links to the West Yorkshire Investment Strategy (WYIS) priorities including “Good Jobs and Resilient Businesses (including entrepreneurialism) and supports the Strategic Economic Framework (SEF) priorities of Boosting Productivity, Enabling Inclusive Growth and Securing Money and Powers and has strong alignment with the Government’s Plan for Growth.
- 5.49 Development of the pipeline will draw extensively on the Combined Authority’s existing engagement with businesses about their support needs.
- 5.50 The procurement strategy will be developed later in the scheme when the new Programme Development Lead is in post.
- 5.51 The financial case has demonstrated affordability. A value for money position has not been calculated for this scheme, but value for money will be established by benchmarking the costs of projects and initiatives against previous schemes and with partners.

- 5.52 The scheme has an established governance structure, using the Mayoral Combined Authority (MCA) Board for oversight, with the Business, Economy and Innovation Committee taking responsibility for monitoring the progression of the scheme.
- 5.53 A Strategic Outline Case has been submitted but it is recommended that the scheme progresses through decision point 2 and decision point 4 and goes direct to activity 5 (delivery).
- 5.54 The Combined Authority delegated decision point 2 approval to the Finance, Resources and Corporate Committee, alongside the indicative funding, in June 2021.

Recommendations

- 5.55 The Finance Resources and Corporate Committee approves that:
- (i) The Business Development Fund scheme proceeds through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) with Approval to Proceed to activity 5 (Delivery).
 - (ii) Approval to the Combined Authority's contribution of £500,000. The total scheme value is £500,000.
- (i) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outline in the report.

Projects in Stage 2: Scheme Development

- 5.56 There are no schemes requiring consideration at this assurance stage.

Projects in Stage 3: Delivery and Evaluation

- 5.57 There are no schemes requiring consideration at this assurance stage.

6 Tackling the Climate Emergency Implications

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

7 Inclusive Growth Implications

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

8 Equality and Diversity Implications

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

9 Financial Implications

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

10 Legal implications

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

11 Staffing implications

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

12 External consultees

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

13 Recommendations (Summary)

Fair Work Charter

The Finance, Resources and Corporate Committee approves that:

- (i) The Fair Work Charter scheme proceeds through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) with Approval to Proceed to activity 5 (delivery).
- (ii) Approval to the Combined Authority's contribution of £600,000. The total scheme value is £600,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outline in the report.

Supporting Local Business Pledge Development Programme

13.2 The Finance, Resources and Corporate Committee approves that:

- (i) The Business Development Fund scheme proceeds through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) with Approval to Proceed to activity 5 (Delivery).
- (ii) Approval to the Combined Authority's contribution of £500,000. The total scheme value is £500,000.

- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy, and Innovation Committee. This will be subject to the scheme remaining within the tolerances outline in the report.

14 Background Documents

14.1 None as part of this report.

15 Appendices

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

Appendix 2 – Fair Work Charter - Business Case Summary

Appendix 3 - Supporting Local Business Pledge Development Programme–
Business Case Summary



Capital Spend and Project Approvals

Appendix 1 - Assurance Framework

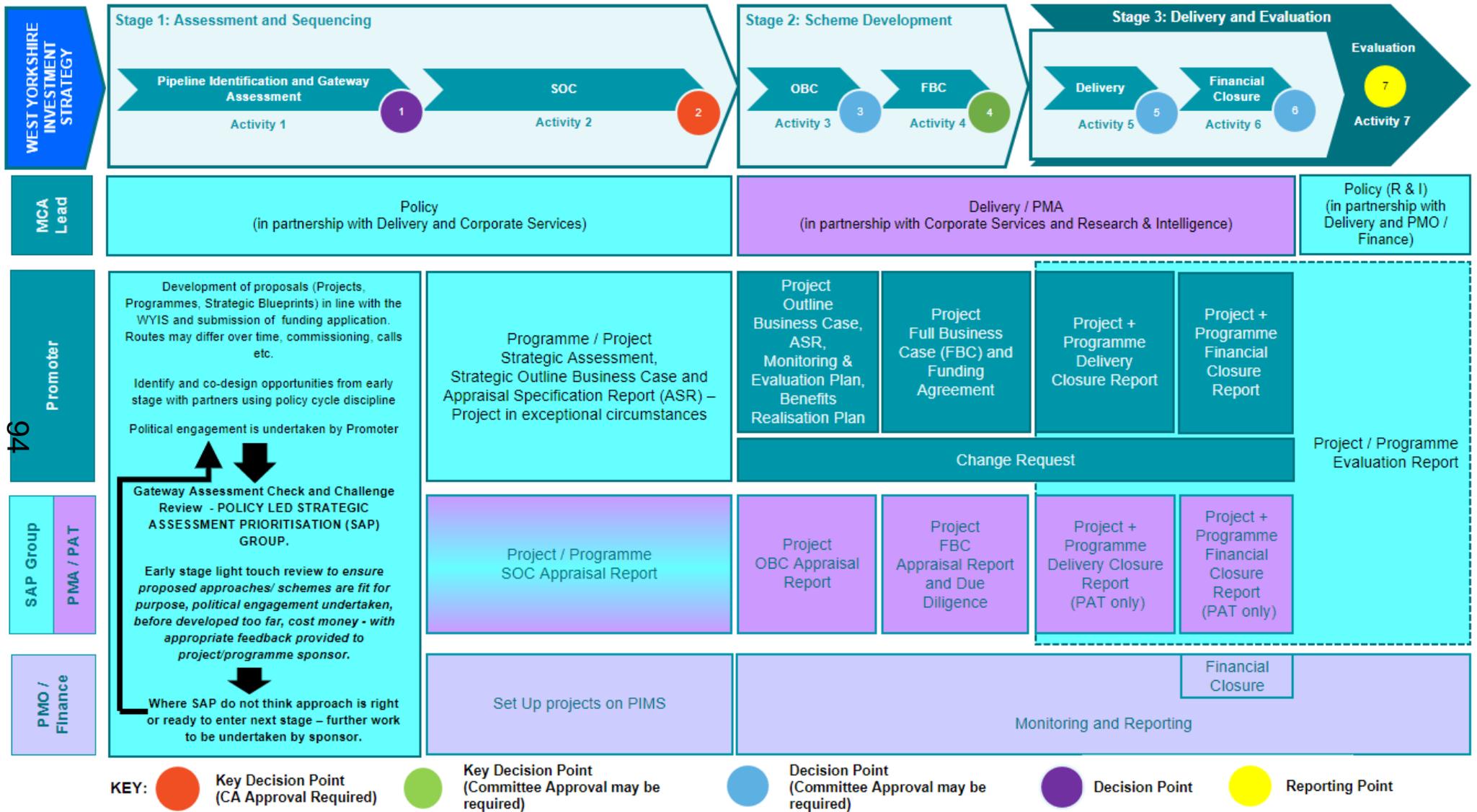
1 Assurance Framework

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

Assurance Process

- 1.4 The new Assurance Process is set out below:

New



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

2 Future assurance and approval route

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

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

3 Tolerances

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

4 Transition

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

Section A: Scheme Summary

Name of Scheme:	Fair Work Charter
Location of Scheme:	West Yorkshire
Lead Organisation:	West Yorkshire Combined Authority
Applicable Funding Stream(s) – Grant or Loan:	Single Investment Fund
Growth Fund Priority Area (if applicable):	Not applicable
Combined Authority approvals to date:	The Combined Authority gave agreement in principle on 24 June 2021 for £600,000, over three years to develop, launch and embed a West Yorkshire Fair Work Charter, part of the Mayor’s pledge to support local businesses.
Forecasted Full Approval Date (Decision Point 4):	3 November 2021
Forecasted Completion Date (Decision Point 5):	30 July 2024
Total Scheme Cost for the preferred way forward (£):	£600,000
WYCA Funding (£):	£600,000
Total other public sector investment (£):	NA
Total other private sector investment (£):	NA

Is this a standalone Project?	Yes
Is this a Programme?	No
Is this Project part of an agreed Programme?	No

A.1 Scheme Description

The scheme will develop, launch, and embed a West Yorkshire Fair Work Charter.

The charter aims to boost workforce productivity, profitability, innovation, reduce in-work poverty, boost health and wellbeing, and promote greater economic inclusion for disadvantaged groups and communities. The charter aims to change employers’ behaviours and practices and will do this by addressing in-work poverty, poor mental health and resulting risk of exclusion from the labour market; barriers created by inequalities for many communities that lead to higher unemployment and lack of social mobility; improving innovation and productivity caused by inequalities

The scheme will recruit a dedicated team increasing capacity and expertise to undertake business engagement and communications and marketing activities to support the launch of the charter, to raise awareness of the charter and the benefits of getting involved and to encourage businesses to seek accreditation. Activities undertaken by the team will complement existing business engagement and support offered by the Combined Authority and its partners.

The scheme will also support a voluntary Steering Group of partners and stakeholders including representatives from the Chartered Institute of Personnel and Development, (CIPD), the Advisory, Conciliation and Arbitration Service (ACAS), the NHS, Chambers of Commerce and Federation of Small Businesses, to lead the development of the Fair Work Charter through co-design, consultation, and research into appropriate measures to enhance fairness in the workplace.,

This scheme is seeking approval for £600,000 from the Single Investment Fund.

A.2	Business Case Summary
Strategic Case	
<p>The scheme contributes to achieving the Mayor of West Yorkshire’s pledge to support local business and also aligns with the Combined Authority’s Strategic Economic Framework, specifically in relation to inclusive growth.</p> <p>The experience of the COVID-19 pandemic has highlighted how some employment behaviours and practices have adversely impacted on people’s physical and mental wellbeing and in-work poverty.</p> <p>The Combined Authority agreed the funding in principle to deliver the scheme to support the Mayor’s pledge and to support an inclusive economic recovery, which is a key aspiration of the West Yorkshire Economic Recovery Plan, the Combined Authority’s response to the COVID-19 pandemic.</p> <p>A Fair Work Charter secures commitment from employers to drive positive employment behaviours and practices and recognises their efforts through certification. When effectively designed, resourced, and implemented, a charter has the potential to address in-work poverty, wellbeing, inequality, and productivity challenges and change the way the economy works by creating an inclusive and accessible fair work ‘movement’ which benefits employees and employers.</p> <p>The West Yorkshire Fair Work Charter aims to boost workforce productivity, profitability, innovation, reduce in-work poverty, boost health and wellbeing, and promote greater economic inclusion for disadvantaged groups and communities.</p> <p>The Charter has the potential to positively change the way the economy works by creating an inclusive and accessible fair work ‘movement’ with better pay and working conditions and more inclusive recruitment which can create a more motivated and productive workforce, supporting employees, employers, and the economic recovery.</p>	
Economic Case	
<p>In September 2019, NP11, a partnership between the public and private sectors and Government that aims to drive prosperity and improve lives and Convention of the North, committed to adopting good employment charters across the North, setting a common definition of good work. Following this, the Leeds Enterprise Partnership (LEP) Board gave its support for the development of a Good Work Standard for West Yorkshire and the Inclusive Growth and Public Policy Panel proposed the common principles that West Yorkshire should follow in the development of any employment charter.</p> <p>In July 2021, the Mayor convened a meeting of experts and stakeholders which established that there was significant interest in the region for having a charter and that a charter for West Yorkshire should be developed, aligning with the approach across the North, and to support the Combined Authority’s plans for an inclusive economic recovery.</p>	
Commercial Case	

Early engagement with organisations with the expertise to support the development of the charter will be undertaken, to gauge interest, with support from the Combined Authority's procurement team where appropriate.

The West Yorkshire Fair Work Charter will deliver the Mayor's pledge to deliver a Fair Work Charter. a comprehensive set of materials will be developed by experts engaged through the steering group (who have developed similar initiatives) which will ensure that activity to engage employers will have the maximum benefit for the region.

Financial Case

The total scheme costs are £600,000 which will be solely funded by the Combined Authority from the Single Investment Fund. The programme will run for three years.

The Combined Authority agreed £600,000 in principle on 24 June 2021, to support development of the West Yorkshire Fair Work Charter.

Management Case

The Combined Authority will deliver the scheme, with strategic oversight and guidance provided by the Business, Economy, and Innovation Committee. The scheme will report to the Mayoral Combined Authority Programme on progress against achieving the Mayor's pledge,

A steering group of partners and stakeholders has been set up including representatives from the Chartered Institute of Personnel and Development (CIPD), the Advisory, Conciliation and Arbitration Service (ACAS), the NHS, Chambers of Commerce and Federation of Small Businesses. The steering group will lead the development of the Fair Work Charter through co-design, consultation and research into appropriate measures which will enhance fairness in the workplace.

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Section A: Scheme Summary

Name of Scheme:	Supporting Local Business Pledge Development Programme
Location of Scheme:	West Yorkshire
Applicable Funding Stream(s) – Grant or Loan:	Single Investment Fund
Growth Fund Priority Area (if applicable):	Not applicable
Combined Authority approvals to date:	Combined Authority decision at meeting 29 July 2021 to agree in principle £500,000 from the Single investment Fund to support this scheme.
Forecasted Full Approval Date (Decision Point 4):	3 November 2021 (Please note - this scheme is entering the assurance process at decision point 2 (Strategic Outline Case), but it is the intention to also seek decision point 4 (full business case) approval at the same time so work can commence on activity 5 (delivery).
Forecasted Completion Date (Decision Point 5):	N/A
Total Scheme Cost for the preferred way forward (£):	£500,000
WYCA Funding (£):	£500,000
Total other public sector investment (£):	Nil
Total other private sector investment (£):	Nil

Is this a standalone Project?	No
Is this a Programme?	Yes
Is this Project part of an agreed Programme?	No

A.1	Scheme Description
<p>The scheme will develop a new programme pipeline, focussing on new activities to support businesses, which will complement the existing business support offered by the Combined Authority and local partners. The pipeline developed will be especially linked to the needs of businesses in economic recovery, in line with the West Yorkshire Investment Strategy (WYIS)</p> <p>The pipeline developed under this scheme proposes to include:</p>	

- The design, development, and piloting of new activities to support businesses to recover, by improving their productivity and resilience. Activities are likely to include support around strategic planning, investment, exporting and delivering good / fair work.
- Development of a Mayoral Challenge competition and empowering the West Yorkshire Innovation Network's work to stimulate further entrepreneurial innovation and new support activities.
- Developing a regional approach to working with sectors on key agendas, for example boosting productivity. This will include delivering the West Yorkshire Manufacturing Task Force, to represent manufacturing businesses and produce recommendations on the sector's future needs.
- The scheme will fund two new dedicated Combined Authority posts. The Programme Development Lead and Policy Officer will work between policy and delivery teams, to manage the pipeline development, engagement with partners and other stakeholders and to explore future funding options to deliver the pipeline programmes identified.
- Work will also take place to identify new activities to support the growth of co-operative, social enterprise, and worker-owned businesses.
- The scheme will commission work from external organisations when additional resource and / or expertise is required.

The scheme will fund the development of the programme pipeline only. Additional funding will need to be secured to deliver any new programmes identified.

A.2 Business Case Summary

Strategic Case

The scheme aims to support the Mayor of West Yorkshire's pledge to 'Support local businesses and be champion for our regional economy'. The scheme also supports the 2021 West Yorkshire Economic Recovery Plan, the Combined Authority's response to the COVID-19 pandemic and links to the "Good Jobs and Resilient Businesses (including entrepreneurialism) investment priority within the West Yorkshire Investment Strategy (WYIS).

To assist the economic recovery, support is required to help businesses to return to a more competitive state and to build future resilience. Improving West Yorkshire's productivity, which already lagged behind the UK average before the COVID-19 pandemic, is a key route to support the region's economic recovery, as outlined in the West Yorkshire Economic Recovery Plan and Investment Strategy

The scheme will also address the following Strategic Economic Framework (SEF) Priorities:

- Boosting Productivity – by developing a pipeline of initiatives, giving access to specialist advice, and building and evidence base
- Enabling Inclusive Growth – by developing interventions to support parts of the businesses base that has not traditionally been supported by the current Local Enterprise Partnership Growth Hub
- Securing Money and Powers – building a pipeline of programmes and activities and an evidence base, which will support bids for funding

The scheme has strong alignment with the Government's Plan for Growth – in which national policy looks to support high growth potential businesses in innovation to improve productivity.

Economic Case

The scheme only considered a short list of four options, as this type of scheme has limited delivery options. The short list appraisal included discussion with the Economic Recovery Board, Business Innovation and Growth Panel and Heads of Economic Policy at the West Yorkshire local authorities.

Value for money will be established by benchmarking costs of projects and initiatives against previous schemes and with partners.

Projects brought forward as part of the pipeline developed through this scheme will draw on the experience of the Combined Authority in delivering value for money on business support activities.

Commercial Case

The scheme is proposed to be delivered mainly by the Combined Authority which will allow it to adopt a co-ordinated approach by aligning this scheme with its existing Leeds City Region Growth Hub programme and build on existing relationships with partners.

Development of the pipeline will draw extensively on the existing engagement with businesses on their support needs – including evidence from the Leeds City Region business survey which highlighted productivity as the number one priority for businesses for the next financial year.

Some elements of the scheme will be delivered by external organisations and engagement with the Combined Authority's procurement team will commence in October 2021 to develop the procurement strategy.

The work carried out by this scheme will provide an evidence base which will be used to support funding bids.

Financial Case

The total scheme cost estimate is £500,000 and is to be solely funded by the Combined Authority from the Single Investment Fund.

This funding has been approved in principle by the Combined Authority to support scheme development relating to business support in the delivery of Mayoral Pledge on Supporting Local Business. To fully realise the ambitious plans, additional funding will need to be secured to deliver the pipeline programmes identified through this scheme.

The scheme cost includes two new temporary posts, Programme Development Lead Officer and Policy Officer, an allocated budget for research and piloting activity for the development of the pipeline, and a contingency budget of 5%.

Management Case

The scheme will be delivered by the Combined Authority. The Programme Development Lead will manage and deliver the scheme, with support from a Policy Officer. The two new postholders will report to meetings of the local authority Heads of Economic Policy and Development and Business Support leads.

The programme pipeline will be developed in consultation with a range of partners across the region, including local authority economic development and business support leads. The Business, Economy and Innovation Committee will provide strategic oversight and guidance for programme delivery, with the Mayoral Combined Authority Board reviewing project performance, risk, and progress.

Stakeholder engagement has been carried out with the Economic Recovery Board, Business Innovation and Growth Panel and Heads of Economic Policy at the West Yorkshire local authorities.

The Combined Authority has extensive experience of delivering schemes of this type.

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