

## **CORPORATE SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 10.00 AM ON FRIDAY 11 MARCH 2022  
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON  
STREET, LEEDS, LS1 2DE**

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

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## **A G E N D A**

- 1. APOLOGIES FOR ABSENCE**  
To note apologies for absence and confirm **the quorum of 11 members is met.**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 19 NOVEMBER 2021**  
(Pages 1 - 6)
- 5. NOTES OF THE INFORMAL MEETING HELD ON 21 JANUARY 2022**  
(Pages 7 - 8)
- 6. CHAIR'S COMMENTS AND UPDATE**

- 7. TRANSPORT COMMITTEE REVIEW**  
(Pages 9 - 34)
- 8. BUSINESS PLANNING, BUDGET AND FUNDING PRIORITIES**  
(Pages 35 - 60)
- 9. WORKFORCE**  
(Pages 61 - 70)
- 10. SOCIAL VALUE IN PROCUREMENT**  
(Pages 71 - 90)
- 11. CYBER SECURITY**  
(Pages 91 - 94)
- 12. CORPORATE SCRUTINY WORK PROGRAMME**  
(Pages 95 - 110)

**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 CORPORATE SCRUTINY COMMITTEE HELD ON FRIDAY 19 NOVEMBER 2021 AT COMMITTEE ROOM 6/7, LEEDS CIVIC HALL

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### Present:

Councillor Peter Harrand (Chair)	Leeds City Council
Councillor Geoff Winnard (Deputy)	Bradford Council
Councillor Mike Barnes	Calderdale Council
Councillor Andrew Cooper	Kirklees Council
Councillor Paul Davies	Kirklees Council
Councillor Jane Dowson	Leeds City Council
Councillor Jacob Goddard	Leeds City Council
Councillor Tony Homewood	Wakefield Council
Councillor George Robinson	Calderdale Council
Councillor Melanie Stephen	Kirklees Council
Councillor Jeanette Sunderland	Bradford Council
Councillor Carol Thirkill	Bradford Council

### In attendance:

Khaled Berroum	West Yorkshire Combined Authority
Mayor Tracy Brabin (Minute 8 only)	West Yorkshire Combined Authority
Ben Still (Minute 8 only)	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

### 1. Apologies for absence

Apologies for absence were received from Councillors David Jones, Rachel Melly, Betty Rhodes, and Megan Swift.

The meeting was confirmed as quorate, with 12 members present out of 11 needed for quorum.

### 2. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

### 3. Possible exclusion of the press and public

There were no items requiring the exclusion of the press and public.

### 4. Notes of the inquorate meeting held on 24 September 2021

**Resolved:** That the notes of the inquorate meeting held on 24 September 2021 be noted and entered as public record of what was discussed.

## **5. Scrutiny and governance arrangements**

The Committee considered a report of the Statutory Scrutiny Officer outlining membership changes since the last meeting and amendments to Scrutiny Standing Orders section on substitute rules to be proposed to the Combined Authority on 9 December.

The Chair welcomed new member Councillor Tony Homewood, representing Wakefield Council, to the committee.

The Committee thanked officers for considering their proposals on scrutiny substitutes and implementing the changes.

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

## **6. Chair's update and comments**

The Committee received a verbal update from the Chair on his activity since the last meeting and a number of matters, including:

- The three Scrutiny Chairs have written a joint letter with Mayor Tracy Brabin to the Secretary of State for Levelling Up, Housing & Local Government, Michael Gove, asking him to consider lowering statutory quorum requirements for combined authority scrutiny and allowing remote or hybrid meetings.
- Meeting with Mayor Brabin 1-1 to discuss the corporate scrutiny workplan and the committee's plans for the year. The Mayor outlined her own plans and expressed support for scrutiny's critical friend role.

**Resolved:** That the Chair's verbal update be noted.

## **7. Corporate Scrutiny Work Programme 2021/22**

The Committee considered a report of the Statutory Scrutiny Officer outlining the 2021/22 Work Programme which was based on the discussion held at the previous inquorate meeting and subsequent conversations with directors and heads of service.

It was suggested that a special budget focused workshop be set up between 9 December and the Christmas Break for Members to be briefed on the latest draft budget and the budget and business planning process ahead of the fuller draft budget coming to Corporate Scrutiny at the 21 January committee meeting (before it is approved at the 3 February CA meeting).

**Resolved:**

- i) That the appended 2021/22 Work Programme be approved.
- ii) That a Budget Workshop for Members be arranged between 9 December and Christmas.

## 8. Mayor's Question Time – Tracy Brabin

The Chair thanked the Mayor Tracy Brabin for attending Corporate Scrutiny to answer the Committee's questions and outlined the format of the Mayor's Question Time. The session would be split into pre-agreed topic areas and members would be able to ask any questions under those topic areas, and any follow ups.

The topic areas were:

- Devolution settlement and powers vs Mayoral 'soft power'/influence
- Partnership working across West Yorkshire and strategic alignment
- Gainshare spending and Budget and business planning
- Internal corporate matters

Before questions, the Mayor provided an update on the government's announcement cancelling HS2 and its potential impact on the CA's work.

Following questions and supplementary questions, the following was reported to the committee:

1. **Direct mayoral powers:** Mayors' powers differ by area as each devolution deal is bespoke. Manchester and West Yorkshire have police powers, but Manchester also has health powers and additional spatial planning powers. West Yorkshire's planning powers may be expanded following national planning reforms planned by the government and it is felt that additional powers on climate related issues are important to tackle environmental issues, in particular when related to buses and other existing transport issues, which still require government's final approval.
2. **Soft power, profile and influence:** Most mayoral power is 'soft power' that is based on profile, influence and relationships. The Mayor spends a lot of time building and maintaining relationships with a range of stakeholders, from the partner councils, to local transport operators, and government ministers. As a former MP the Mayor has a number of pre-existing relationships with ministers and council leaders, and the goal of current communications activity is to raise the authority and mayor's profiles to increase soft power capacity. There is a balance to be made between working with central government constructively and criticising some decisions as necessary.
3. **Bidding for funding:** A lot of the Combined Authority time is spent identifying or bidding for funding. Officer capacity for this has increased over the years and the CA has been relatively successful in the level of funding won, in particular, the largest growth deal. The capacity to participate in bidding and securing funds is also under review. It can be time consuming and repetitive and many consider requiring central government approval for local plans is not quite within the spirit of devolution.

4. **Gainshare spending strategy:** is a new form of local government spending which a Mayoral Combined Authority can spend on anything at all. There are concerns that Gainshare spending would be used as a 'slushfund' or be distributed along 'political' lines. There is a debate as to whether the money should be distributed equally between council areas or spent strategically to fulfil the Mayor's manifesto pledges and schemes with the highest overall impact, focusing on outcomes/outputs. Current plans are to ensure that all Mayors Pledges have spending and activity against them and all Gainshare spending requests be judged against how they will achieve strategic objectives. All spending will go through the usual decision-making processes at public committee meetings and are subject to scrutiny call-in to avoid any undue favouritism and absence of rigour.
5. **Borrowing against Gainshare:** There is also the potential to borrow against Gainshare to increase level of long-term investment. This possibility is being explored as part of budget planning for next year and medium term. It is possible to borrow, and there are advantages to using it to raise extra money for investments, especially as Gainshare is not indexed to inflation over the 30 years. Borrowing also has its risks and downsides which must be explored thoroughly, not least 'tying' the hands of successors and increasing the organisation's debt commitment costs over time. The CA currently borrows from the Public Works Loan Board, as all local government, as per its treasury management policy overseen by the Audit Committee.
6. **Budget and business planning:** Budget planning across local government is difficult this year in the wake of COVID. At the CA, the biggest challenges are risks in transport funding, potential pay award, and the risks arising from uncertainty about government funding as Growth Deals and European funding comes to an end this year. Commitments have been made not to introduce a mayoral precept or increase the transport levy, so work is ongoing to find savings to ensure the budget is balanced. Mayor and council leaders are working with opposition CA members on a budget working group to set the medium-term financial strategy. The current target is to plan to mayoral term lengths – the first term being three years and then the four years after as most business planning is now being aligned to mayoral pledges which have informed corporate priorities.
7. **Partnership working and strategic alignment across councils:** The Mayor and council leaders work closely. Council leaders are not only members of the CA, but the Mayor and leaders meet frequently to lead the organisation and ensure that activity, policies and investments are aligned and in the region's benefit. This level of partnership is a core part of the CA's decision-making structures and good working relationships between the leaders and Mayor is vital. The Mayor does not instruct council leaders on policies for their area, which they are best placed to know.

8. **ESG (Environmental, Social, and Governance) / EDI (Equality, Diversity, Inclusion):** ESG/EDI issues have increased in prominence as a key Mayoral strategic priority. Work is underway to recruit a regional Inclusivity Champion and inclusivity impact and assessment has now been deployed in all reports (and assurance framework analysis) and new services and policies are being developed to plug inclusion gaps (e.g. quotas in programmes targeting individuals/communities). There is still work underway to assess and determine a way forward in terms of ESG and procurement and seeking living wage accreditation in the organisation's suppliers and partners (as the CA already pays living wage to employees). It is considered vital that the authority 'practices what it preaches' in this area.
  
9. **6 months in – first impressions:** The Mayor's role is very diverse. Sometimes there is a lot of focus on PR and building profile, meeting people and representing the region in the media and at events. On the other hand is the decision making and strategizing and building ideas in meetings. There has been a steep learning curve but the organisation has been well equipped to onboard a new Mayor. Some changes were needed, in building a new bespoke Mayor's office and in increasing external comms capacity to cater to the needs of a Mayoral operation.

**Resolved:** That the Mayor be thanked for attending and the Committee's feedback and conclusions be considered further.

9. **Date of the next meeting – 21 January 2022**

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## Notes of **Informal Consultative Meeting** of the Corporate Scrutiny Committee Meeting held on 21 January 2022

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### Item 1 – Welcome and apologies

Attendees (14): Councillors Carol Thirkill, Geoff Winnard, Mike Barnes, George Robinson, Megan Swift, Andrew Cooper, Harpreet Uppal (substituting for Cllr Davies), Mel Stephen, Jane Dowson, Peter Harrand, Tony Homewood, David Jones, Betty Rhodes, Rachel Melly.

Apologies (2): Councillors Paul Davies, Jeanette Sunderland.

In attendance: Ben Still, Angela Taylor, Khaled Berroum, Hannah Scales.

### Item 2 – Declarations of Disclosable Pecuniary Interests

None.

### Item 3 – Possible exclusion of the press and public

None.

### Item 4 – Minutes of meeting held on 19 November 2021.

Members clarified the process for accepting and formalising minutes when Committees were held informally; any recommendations and minutes must be approved by the next formal committee meeting.

Members requested that the possibility of hybrid meetings should be explored for members who cannot attend in-person meetings for health reasons.

### Item 5 – Chairs comments and updates

The Chair expressed hope that this committee meeting would be the last on Zoom and that committees would be in person by the next meeting in March.

### Item 6 – Assurance Framework

Members were provided with an update on progress relating to the changes proposed to the Leeds City Region Local Assurance Framework arising from the 2022 annual review.

Members discussed how overspends were addressed through the flexibility in the Assurance Framework within tolerances set out for each project individually by the CA. If a project overspend is 5% over the tolerance set, the decision would go back to the decision making committee for reassessment but if it's under 5% it would go to the Managing Director – and these are reported in public. The complexity, size and value of each project determined which criteria it was subject to and which decision points it would go through and where the decision would be made. Ultimately decisions are made by political leaders – officers only analyse and advise.

In practice, no projects which have undergone the rigour of the early stages of the assurance process have had to be cancelled down the line – this occurred once on a broadband scheme as a national scheme superseded it. Usually officers help promoters rescope schemes so they fit objectives or are within spending tolerances, rather than cancel them. It

was also noted that the Combined Authority was the accountable body for the LEP and the LEP is subject to the same scrutiny, assurances and standards as the Combined Authority.

It was reported that the Carbon Impact Assessment Tool was due to come into place on 28 February 2022 it was suggested that the Tool was sent to members when available. It was also suggested that the capital programmes update report to be presented to the Committee on a semi-regular basis for oversight, in future.

### **Item 7 – Integrated Corporate Systems**

Members were provided with initial information on Integrated Corporate System project which aims to upgrade current HR, finance and monitoring systems with a new ‘off the shelf’ – which could also be customised if necessary. Members discussed the challenges installing the system, other than the cost of extra staff, and how robust the plan was in place to monitor progress and how future proof the system’s cloud-based infrastructure was. Members requested a further update report on this in future.

### **Item 8 – Budget and business planning**

Members were provided with further information on the budget position for the Combined Authority for 2022/23 was provided. Members received a brief overview of the Budget Workshop held in December.

The awaited levelling up white paper would outline government’s vision for Mayoral Combined Authorities and funding long term. Members discussed the £2 million funding gap in a previous report and it was confirmed that since the last meeting that gap had been closed to zero after confirmation of further capacity funding from the government, updated interest information and some further redeployments of operating costs. Members also discussed Gainshare and the £14 million committed spend (formally approved to date) from the wider allocation. A paper was being produced to determine how to allocate remaining funds to the local authorities within pre-agreed investment priorities and principles.

### **Item 9 – Corporate Scrutiny Work Programme**

That an update on the integrated corporate systems project be provided in future and an update on business planning and the budget be provided at the next meeting.

**Next meeting date – March 2022 , venue to be confirmed**



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**Report to:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Transport Committee Review**

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**Director:** Dave Pearson, Director Transport & Property Services

**Author:** Richard Crabtree, Rail Development Manager

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## 1. 2.8 **Purpose of this report**

- 1.1 To update Corporate Scrutiny Committee on the Transport Committee Review following the Combined Authority meeting on 3 February, including proposed next steps.
- 1.2 To provide an opportunity for Corporate Scrutiny Committee members to offer any further feedback before the Review is finalised at a forthcoming meeting of the Combined Authority.

## 2. **Information**

### Transport Committee Review

- 2.1 At its meetings in March and April 2021 the Combined Authority agreed the principle of governance changes as part of the transition to a Mayoral Combined Authority. These changes were implemented at the Annual Meeting in June 2021. Links to the relevant papers are provided in **Background Documents** section.
- 2.2 The changes resulted in the establishment of:
  - new thematic decision-making committees, chaired by the relevant Combined Authority Portfolio Holder, and with a membership comprising relevant Constituent Council portfolio holders, LEP members and private sector and advisory members; and
  - a new 16-member Transport Scrutiny Committee, alongside Corporate Scrutiny and Economy Scrutiny committees.
- 2.3 The Transport Committee Review was initiated in the context of these changes. The agreed scope is to:
  - review the Terms of Reference of the Transport Committee and Transport Scrutiny Committee to ensure no overlap;

- review membership and arrangements to ensure distinctive roles of the two committees, and make recommendations as to changes;
  - review the role of District Consultation Sub-Committees; and
  - give options for when these changes could be brought into effect – but not impacting on any appointments made for the 2021/22 municipal year.
- 2.4 The extent of and non-discretionary nature of the Mayor’s and Combined Authority’s transport powers mean it is appropriate to consider a bespoke set of arrangements for Transport Committee different from those applying to the other thematic committees.
- 2.5 The Mayor’s and Combined Authority’s transport powers are set out in Part 3 of the Constitution of the West Yorkshire Combined Authority; a link is provided in **Background Documents**.
- 2.6 An earlier update on the Transport Committee Review, and the issues under consideration was reported to Transport Committee and Transport Scrutiny Committees at their September 2021 meetings (see **Background Documents**). Transport Scrutiny Committee also considered a version of this report at its meeting on 10 March 2022.

#### Current arrangements

- 2.7 Transport Committee has a structural legacy stemming from the previous Integrated Transport Authority governance and embodies advisory, decision making and scrutiny roles. The two Lead Members receive direct officer support and perform a range of duties between the normal cycle of meetings, including (but not limited to) regular structured engagement with a range of industry and transport provider partners. These roles, particularly the Lead Member Public Transport, are substantial and require regular commitment to the Combined Authority’s transport activity.
- 2.8 The Committee’s main strategic roles are advisory to the Mayor and Combined Authority, and it performs a valuable role in shaping policy development. The Committee’s operational roles are mainly carried out through monitoring transport network activity, and through the activity of the Lead Member Public Transport. Its scrutiny role is performed principally through the Leader of the Opposition role on the Committee.
- 2.9 Whilst Transport Committee has some delegation in respect of the Combined Authority’s transport capital investment programmes, this is relatively limited and generally not called upon at present. Regular transport capital programme updates are provided for information.
- 2.10 Transport Committee consists of a member of the Combined Authority, 15 members co-opted from Constituent Councils, a member co-opted from City of York Council, and two LEP Board members. Current membership and roles are shown at **Appendix 1**. This arrangement has secured broad member engagement in the transport activity of the Combined Authority and its predecessors.

- 2.11 Transport Committee has five District Consultation Sub-Committees (DCSCs), one per Constituent Council area. These are formal committees, chaired by a relevant Transport Committee member, with a membership consisting of elected members and nominated members of the public. The DCSCs have a consultation remit in respect of users of local public transport and facilities and an advisory role to Transport Committee.

#### Review process

- 2.12 The Review is internal. The Chair of Transport Committee has held discussions with key members of Transport Committee, the Chairs of the Transport and Corporate Scrutiny committees, and the transport portfolio holders from the Constituent Councils to understand expectations for the Review.
- 2.13 Officers have also undertaken research and had informal discussions with colleagues in other Mayoral Combined Authority areas regarding the operation of transport governance.
- 2.14 The resulting proposals were agreed in principle at the Combined Authority at its meeting in February (see **Background Documents**). This report summarises the proposals and the factors considered, based on the report considered by the Combined Authority

#### Lessons from other Combined Authority areas

- 2.15 The proposals were informed by lessons and experience from other Combined Authority areas that have transitioned from Integrated Transport Authority (ITA) arrangements.
- 2.16 Most (but not all) former ITA areas have retained some form of Transport Committee. However, there is a wide variation of practice, and no standard model has evolved.
- 2.17 The main points and lessons are:
- To ensure clarity of purpose, particularly in respect of strategic, operational and scrutiny roles.
  - The value of directly involving Constituent Council transport portfolio holders in securing co-ordination.
  - Not to underestimate the value of Transport Committee members in securing local engagement in, and accountability for, Combined Authorities' 'frontline' transport roles.
  - The importance of ensuring that transport-related governance does not become unwieldy.
- 2.18 Reference has also been made to work undertaken by the Centre for Governance and Scrutiny in combination with the Combined Authorities Network on transport governance in combined authorities (see **Background Documents**). This work confirms the main points and lessons above and

highlights the importance of strong transport governance in making the case for further devolution of transport funding and powers.

## **Proposals**

### **Proposed future role of Transport Committee**

- 2.19 The new context for the Combined Authority and Mayor, including the Mayor's suite of pledges, means an evolving and growing prospective role for Transport Committee in:
- **Bus reform** delivering the Mayor's pledge to return buses to public control, including development of the Enhanced Partnership and the assessment of the case for franchising.
  - **Mass Transit** development and implementation, which is a substantial new area of work for the Combined Authority.
  - **Rail reform**, including defining West Yorkshire's local role in the rail network as the Williams-Shapps Plan for Rail proposals are implemented.
  - **Key Route Network** powers and responsibilities.
  - **Multi-modal integration**, including a growing role in promoting active travel choices as part of an integrated transport network for West Yorkshire.
- 2.20 This highlights the importance of ensuring Transport Committee is fit for purpose, and to secure effective co-ordination between the transport roles of the Combined Authority (particularly as local transport authority) and those of the Constituent Councils (particularly as highway authorities).
- 2.21 Further announcements of transport-related capital programmes, most recently for the City Region Sustainable Transport Settlement, means there will also be an increasing emphasis on capital transport programme development, approvals and monitoring. Co-ordination of this activity is important. It is proposed that Transport Committee will take an active role in overseeing capital programmes as part of these proposals, which is currently overseen by other thematic committees (notably the Place, Regeneration and Housing Committee).
- 2.22 The Review proposes a membership framework for Transport Committee that realises a clear executive role in the Combined Authority's transport activity<sup>1</sup>. The proposed terms of reference would extend the Committee's remit to management and oversight of transport capital programmes, with a level of delegation from the Combined Authority that matches that of the other thematic committees.
- 2.23 The proposed membership framework for Transport Committee is set out at **Appendix 1**, with a comparison with the existing arrangements. Proposed role profiles are set out at **Appendix 2**. An indicative Terms of Reference is

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<sup>1</sup> Certain functions are reserved to the Mayor or Combined Authority, where Transport Committee's role will remain advisory. These are set out in Part 3 of the West Yorkshire Combined Authority Constitution.

set out at **Appendix 3**. These are the versions agreed in principle by the Combined Authority at its February meeting.

2.24 The main changes proposed are:

- Incorporation of Constituent Council transport portfolio holders as voting members of the Committee, to secure more effective co-ordination between the transport functions of the Combined Authority and Constituent Councils.
- Introduction of the role of Transport Engagement Lead, one co-opted from each Constituent Council. These roles replace the current District Consultation Sub Committee Chair roles, alongside removal of District Consultation Sub Committees as sub-committees of the Transport Committee.
- Removal of the roles of Lead Member Public Transport and Lead Member Active Travel; replaced by two consolidated roles of Deputy Chair.
- Removal of the role of Leader of the Opposition on Transport Committee. This supports the objective of securing distinct roles for Transport Committee and Transport Scrutiny Committee, which is chaired by a member from a political party different to the Mayor.
- Introducing a voting role for one of the two LEP Board co-optees, in common with the other thematic committees to embed a private sector voice in the work of the Committee.

2.25 To maintain the input of a range of members from across West Yorkshire in the business to the Committee, it is proposed to retain the current balance of members across each Constituent Council and to add the transport portfolio holders from each Constituent Council as voting members of the Committee. In addition, two Deputy Chair roles with prescribed roles to support the Mayor and the Chair are included.

2.26 The Deputy Chair roles are substantial positions with a significant workload, recognising the growing scope and depth of the Combined Authority's transport activity. They will have an important role in supporting the Mayor and the Chair of the Committee. The nominations to the Deputy Chair roles will be agreed by the Combined Authority in consultation with the Mayor at its Annual Meeting. The remit of each Deputy Chair will be agreed from year-to-year to secure a balance of anticipated workloads.

2.27 The role profiles at **Appendix 2** set out in detail the expectations for each role at the Committee. The Transport Engagement leads will focus on securing local engagement in the transport activity of the Combined Authority as local transport authority, including through regular activity between meetings. The respective Constituent Council transport portfolio holders will secure increased co-ordination at the Committee of the Combined Authority's transport activity with the activity of the West Yorkshire highway authorities.

2.28 No advisory members are proposed, which is a variance from the model adopted for the other thematic committees. There is a mature and established network of industry and partner engagement that already exists via the

existing thematic working groups, as well as industry partnership meetings such the Bus Alliance and Train Operators' Forum. These are proposed to continue and are embodied as part of the role profile attached to the Deputy Chairs. Partners will continue to be invited to contribute to Transport Committee meetings as required by the agenda, in line with current practice.

- 2.29 At present, the objective is for the co-opted membership of Transport Committee drawn from the West Yorkshire Constituent Councils to broadly reflect the political composition of elected members in West Yorkshire, on a non-statutory basis. Under the proposal agreed in principle by the Combined Authority, each Constituency Council will nominate to the co-opted roles of Transport Engagement Lead and Ordinary Member as it sees fit.

#### Proposed future role of Transport Scrutiny Committee

- 2.30 The Review has focused on amending the role and membership of Transport Committee. The result is a set of proposals that consolidates transport scrutiny functions with the Transport Scrutiny Committee. This is intended to secure distinct roles for each committee, which can then focus on discharging those roles most effectively.
- 2.31 The Review does not identify any changes to the membership or terms of reference of Transport Scrutiny Committee necessary to achieve a distinct role for it in respect of Transport Committee. The Terms of Reference for Transport Scrutiny Committee are at Section 2.3 in Part 3 of the Combined Authority Constitution (see **Background Documents**). A separate mini-review will consider the effectiveness of the new overview and scrutiny arrangements in due course, as indicated when the new arrangements were agreed in 2021.

#### Proposal for District Consultation Sub-Committees

- 2.32 The proposal is to remove the District Consultation Sub Committees (DCSCs) as part of the formal governance arrangements. It has continued to prove difficult to recruit public members that are representative, despite concerted efforts to promote wider participation. This model (which has its origins in the former Passenger Consultative Committees) has reached its limits, particularly considering much higher expectations for effective consultation and engagement, including the availability of multiple potential consultation channels.
- 2.33 Nonetheless, the DCSCs have continued to provide a wider benefit for informal engagement locally, including the link to Transport Committee via the DCSC chairs. It is proposed to retain these benefits by making it part of the role of the proposed Transport Engagement Leads to facilitate local engagement, including via open local transport engagement forums at least twice per year, and for main issues arising to be recorded at Transport Committee. Combined Authority officers will support this role, with some freedom to tailor approaches in each Constituent Council area. It is suggested that relevant members of the Transport Scrutiny Committee are standing



invitees to the local transport forums. These arrangements will end the formal role of DCSCs as sub-committees of Transport Committee.

- 2.34 Formal consultation, when required, will be carried out via the Combined Authority's consultation channels, which are designed to secure the views of a wide range of participants, and which seek to ensure all sections of the community are heard. The Combined Authority hosts activity on a digital engagement hub, 'Your Voice' (see **Background Documents**), and people can register to be kept informed about upcoming projects. Digital consultation is complemented by a range of off-line methods to ensure accessibility for everyone. The Combined Authority is continuing to develop its consultation methods to ensure this objective is met. The recent consultation on the Connectivity Infrastructure Plan, for example, secured over 8,700 responses, and achieved a 'reach' of over 440,000 people via social media. The Consultation and Engagement team have carried out 50 consultations in 2021, with the majority of them being transport related.
- 2.35 Local transport engagement forums will be one channel available for consultation, but without the expectation (currently attached to DCSCs) that they are the primary consultation channel for local public transport matters.

### **Next steps**

- 2.36 The proposed changes to the Transport Committee membership, roles and terms of reference have been agreed in principle by the Combined Authority. An Independent Remuneration Panel (IRP) has been instructed to assess the level of allowances paid for the roles of Deputy Chair, Transport Engagement Lead and Ordinary Member. The Transport Committee Chair and respective Constituent Council transport portfolio holders receive allowances from their Councils relating to their roles, so do not qualify for remuneration by the Combined Authority.
- 2.37 The IRP's findings are planned to be reported back to the Combined Authority at its meeting on 17 March 2022, alongside a report that seeks final approval for the Review.
- 2.38 This will provide the time for detailed operational proposals to be developed so that the package of changes can be worked up for implementation as part of the annual governance changes and nominations approved at the Annual Meeting in June 2022, for the 2022/23 municipal year.
- 2.39 Operational matters being considered include:
- The frequency and duration of meetings to ensure effective management of the workload.
  - Proposals to manage meetings to ensure a balance of focus between transport policy, operational matters, and transport capital programme.

- Proposals to adapt existing officer support structures, including to ensure effective support to the Deputy Chairs and the Transport Engagement Leads.

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

- 3.1 The Review proposals provide a mechanism to better integrate transport related portfolio holders from partner councils into the Transport Committee's decision making, including by introducing them as voting members. This is intended to improve collaboration between the transport functions of the Combined Authority and Constituent Councils (particularly as Highway Authorities), with the intention of making decision making more effective. Co-ordination at this interface is essential for tackling the implications of the climate emergency, in which transport plays an important role. This will also deliver benefits for inclusive growth which relies on effective integration and co-ordination of initiatives.
- 3.2 The proposed terms of reference also draw out the important link between the Transport Committee and the Climate, Energy and Environment Committee.

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

- 4.1 The proposal retains and reinforces the roles of the LEP Board member co-optees on Transport Committee, including securing one as a voting member in line with the other thematic committees. This will ensure the voice of the private sector is embedded in the Committee's business.

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

- 5.1 A driver for the review of the role of the District Consultation Sub Committees has been a concern that the public members are not fully representative of the communities that the Combined Authority serves.
- 5.2 The alternative approach paves the way for ensuring that consultation takes place through multiple channels, that offers a wide range of opportunities for participation. The Review flags ongoing activity by the Combined Authority to ensure consultation and engagement across its activity is more inclusive.

### **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 The proposed changes will prompt a review of officer arrangements for supporting Transport Committee members. The new arrangements will

require ongoing officer support, particularly to support the role of the Deputy Chairs, and to support the engagement activity of the Transport Engagement Leads.

## **9. External Consultees**

- 9.1 The Transport Committee Review has been internal. However, officers had informal discussions with colleagues in other Mayoral Combined Authority areas, as set out at Section 2 above.

## **10. Recommendations**

- 10.1 That Corporate Scrutiny Committee notes the update on the Transport Committee Review, including the proposals agreed in principle by the Combined Authority.
- 10.2 That the Corporate Scrutiny Committee provide any final feedback to the Chair of Transport Committee and/or Lead Director before the Review is finalised.

## **11. Background Documents**

*Future Scrutiny Arrangements*, Item 13, West Yorkshire Combined Authority meeting, 9 March 2021. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MIId=1070>

*MCA Committee Arrangements*, Item 9, West Yorkshire Combined Authority, 22 April 2021. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MIId=967>

*Committee Arrangements and Appointments*, Item 7, West Yorkshire Combined Authority, 24 June 2021. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MIId=968>

*Transport Committee Review*, Item 12, Transport Committee, 17 September 2021. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=138&MIId=1126>

*Transport Committee Governance Review*, Item 8, Transport Scrutiny Committee, 23 September 2021. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=227&MIId=1117>

*Transport Committee Review*, Item 8, West Yorkshire Combined Authority, 3 February 2022. Available here:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MIId=1084>

The West Yorkshire Combined Authority Constitution can be accessed online via this link: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/governance-information-for-the-combined-authority/>

“*Transport Governance in Combined Authorities*”, April 2020. A report by the Centre for Governance and Scrutiny, available here: <https://www.cfgs.org.uk/?publication=transport-governance-in-combined-authorities>

The ‘**Your Voice**’ consultation hub can be accessed online via this link: <https://www.yourvoice.westyorks-ca.gov.uk/>

*Terms of Reference, Transport Scrutiny Committee*, Part 2, Section 2.3 West Yorkshire Combined Authority Constitution, available here: <https://westyorkshire.moderngov.co.uk/documents/s22022/Part3Section23TransportScrutinyCommitteeTOR.docx.pdf>

## 12. **Appendices**

Appendix 1 – Existing and proposed membership framework

Appendix 2 – Proposed role profiles

Appendix 3 – Proposed indicative terms of reference

**Item 7, Appendix 1**

**Transport Committee: Existing membership framework**

19 members distributed as follows -

Member			Member				
Member		Member <i>(Leader of Main Opposition Group in 2021/22)</i>	Member				
Member	Member	Member <i>(Lead Member Active Travel in 2021/22)</i>	Member <i>(Lead Member Public Transport and Deputy Chair in 2021/22)</i>	Member			LEP Board member *
DCSC Chair	DCSC Chair	DCSC Chair	DCSC Chair	DCSC Chair	York Transport Portfolio Holder – York Council *	Chair / CA Portfolio Lead for Transport	LEP Board member *
<b>Bradford</b>	<b>Calderdale</b>	<b>Kirklees</b>	<b>Leeds</b>	<b>Wakefield</b>	<b>York</b>	<b>West Yorkshire</b>	<b>LCR Enterprise Partnership</b>

Notes:

- The Combined Authority Portfolio Lead for Transport is a member of the Committee and is the Committee Chair (shown in green). All other members are co-opted.
- The 15 co-opted members from West Yorkshire constituent councils are remunerated by the Combined Authority (shown in pale blue), under the Combined Authority’s Members’ Allowances Scheme.
- The Combined Authority Portfolio Lead for Transport / Chair (shown in green) and York Transport Portfolio Holder (shown in dark blue) are not remunerated by the Combined Authority because the postholders are separately remunerated. LEP Board members (shown in orange) are not remunerated.
- The following roles are assigned from amongst the 15 co-opted members from West Yorkshire constituent councils:
 

1x Lead Member Public Transport and Deputy Chair 1x Lead Member Active Travel 1x Leader of Main Opposition Group 5x Chair of District Consultation Sub-Committee (1 per West Yorkshire constituent council area)	}	The distribution of these roles in the 2021/22 municipal year is shown above in italics
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- Non-voting members are indicated by an asterisk, as follows:
  - York Transport Portfolio Holder (shown in dark blue)
  - the LEP Board members (shown in orange).
- Transport related portfolio holders from each constituent council (five total) are also invited to the Committee as non-voting observers.

**Transport Committee: Proposed membership framework**

26 members distributed as follows

Ordinary member				Ordinary member			
Ordinary member		Ordinary member	Ordinary member	Ordinary member			
Ordinary member	Ordinary member	Ordinary member	Ordinary member	Ordinary member		Deputy Chair	
Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead	Transport Engagement Lead		Deputy Chair	LEP Board member
Transport Portfolio Holder – Bradford Council	Transport Portfolio Holder – Calderdale Council	Transport Portfolio Holder – Kirklees Council	Transport Portfolio Holder – Leeds Council	Transport Portfolio Holder – Wakefield Council	Transport Portfolio Holder – York Council *	Chair / CA Portfolio Lead for Transport	LEP Board member *
<b>Bradford</b>	<b>Calderdale</b>	<b>Kirklees</b>	<b>Leeds</b>	<b>Wakefield</b>	<b>York</b>	<b>West Yorkshire</b>	<b>LCR Enterprise Partnership</b>

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Notes:

1. The Combined Authority Portfolio Lead for Transport is a member of the Committee and is the Committee Chair (shown in dark green). All other members are co-opted.
2. The following roles held by co-opted members from West Yorkshire constituent councils are proposed for remuneration by the Combined Authority (shown in pale blue):
  - 2x Deputy Chair
  - 5x Transport Engagement Lead
  - 10x Ordinary members
3. The Combined Authority Portfolio Lead for Transport / Chair, Transport Portfolio Holders from West Yorkshire constituent councils (shown in pale green) and York Transport Portfolio Holder (shown in dark blue) are not remunerated by the Combined Authority because the postholders are separately remunerated. LEP Board members (shown in orange) are not remunerated.
4. Non-voting members are indicated by an asterisk, as follows:
  - York Transport Portfolio Holder (shown in dark blue)
  - One of the LEP Board members (shown in dark orange)

## **WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE**

### **PROPOSED ROLE PROFILE: CHAIR**

*Role occupied by Combined Authority Portfolio Lead for Transport.*

#### **Purpose**

The main purpose of the Chair is to:

- Chair and manage the business of the Transport Committee in accordance with its Terms of Reference, the Constitution of the Combined Authority and with the Members Code of Conduct and with the highest standards of legal and ethical behaviour and probity.
- To ensure that meetings are effectively and inclusively conducted in line with the agreed agenda.
- Ensure an effective link between the Combined Authority and Transport Committee, as the Combined Authority's Transport Portfolio Holder.
- Together with the relevant Local Enterprise Board member, act as a link between Transport Committee and the activity of Transport for the North, where relevant.

#### **Key duties and responsibilities**

The main duties and responsibilities of the Chair are to:

- Lead the work of the Committee and ensure it carries out its business effectively and efficiently within its terms of reference and in liaison with other Members and Officers.
- Maintain a strong working relationship with the Mayor and Deputy Chair on transport matters.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Liaise with Officers and the Deputy Chair in setting the agenda for meetings of the Committee
- Chair meetings of the Committee impartially and in such a way as to facilitate open discussion and fair and respectful debate.
- Oversee in conjunction with Officers that the meeting is quorate.
- Ensure that the meeting commences at the specified time, that it proceeds in a focused and timely manner without undue delay or disruption and is closed appropriately at the conclusion of the formal meeting business.
- Welcome Members and Officers to meetings and in the case of unfamiliarity make any appropriate introductions of meeting participants.
- Request and receive apologies for absence and nominations of alternative Members.
- Request and receive any declarations of interest of Members.
- Sign the minutes of the previous meeting following approval by the Committee.

## **Item 7, Appendix 2**

- Follow the Chair's Note where provided and introduce each agenda item and ask appropriate Officers to present the submitted report or comment otherwise on the item.
- Invite Members to speak on items where they have indicated that they wish to do so and encourage equal participation and contribution from all Members.
- Ensure clarity and understanding amongst Members and summarise any discussion held on an item of business, in particular where the issue is complex.
- Ensure, following the discussion on any item, that the Committee is aware of any recommendations of Officers.
- Promote where possible the generation of consensus amongst Members.
- Exercise control over Members acting inappropriately or in a disorderly manner and if necessary, putting forward a motion to remove them from the meeting.
- Warn and if necessary, take the appropriate action to exclude unruly Members of the public.
- Call for the adjournment of meetings if circumstances require and to make the required arrangements for the resumption of proceedings ensuring that all Members are aware of such arrangements.
- Monitor the outcome of Committee decisions and any follow up action points.

### **Key skills and knowledge**

Key skills and knowledge required of the Chair are:

- Good leadership skills.
- Chairing skills including the ability to manage conflict and promote consensus.
- Good listening and questioning skills.
- Good presentation and public speaking skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.



## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: DEPUTY CHAIR

*Two roles.*

*This role profile is in addition to the Ordinary Member role profile, as appropriate.*

*On an annual basis a thematic role for each Deputy Chair will be agreed, and the duties and responsibilities listed below shared as appropriate, with the objective of securing a balanced and manageable workload for each.*

#### **Purpose**

The main purpose of the Deputy Chairs is to:

- Support the leadership role of the Mayor on local transport matters in West Yorkshire, with a particular focus on the Combined Authority's transport related delivery roles.
- Support the leadership role of the Chair and Combined Authority Portfolio Lead for Transport, including to facilitate effective decision making on transport matters through consensus building across partners in West Yorkshire.
- Act as a member lead for the Combined Authority's day-to-day relationships with transport operators and other key partner organisations as relevant.

#### **Key duties and responsibilities**

The main duties and responsibilities of the Deputy Chairs are to:

- Correspond regularly with the Transport Engagement Leads and Transport Portfolio Holders to maintain a good working knowledge of local transport matters across West Yorkshire, as relevant.
- Maintain a close and effective relationship with the Mayor in respect of local transport matters to actively support the Mayor's transport role, including to facilitate consensus building on transport objectives and priorities across West Yorkshire.
- On behalf of the Mayor and Combined Authority Portfolio Lead for Transport, develop, maintain, and lead strong working relationships with transport providers and partner organisations. This will include attendance at and offering political input into multi-operator meetings with a West Yorkshire focus, including from time-to-time chairing these sessions at the request of the Mayor or Combined Authority Portfolio Lead for Transport. At present these meetings include:
  - West Yorkshire Bus Alliance
  - Bus Expert Panel
  - Train Operators' Forum
  - Rail Expert Panel
  - West Yorkshire Strategic Rail Partnership
- Attending and leading political input to transport related forums and working groups as might exist from time to time, including regular contact with Combined Authority Officers. At present this includes:
  - Decarbonisation and Emissions Working Group
  - Active Travel Working Group
  - Local Bus Working Group

## **Item 7, Appendix 2**

- Mass Transit Working Group
- TransPennine Route Upgrade Working Group
- Act as Chair of the Transport Committee when the Chair is unavailable.
- Together with the Chair, liaise with Officers to influence the agenda of Transport Committee meetings.
- In advance of meetings, establish personal familiarity with and understanding of matters and documents to be considered by Transport Committee.

### **Key skills and knowledge**

Key skills and knowledge required of the Deputy Chairs are:

- Excellent leadership skills.
- The ability to identify challenges and to build consensus amongst partners to secure effective decision-making.
- Specific knowledge and understanding of the different transport roles and functions of the Mayor, Combined Authority, and the Constituent Councils.

## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: TRANSPORT ENGAGEMENT LEAD

*Five roles, one per Constituent Council area.*

*This role profile is in addition to the Ordinary Member role profile, as appropriate.*

#### **Purpose**

The main purpose of the Transport Engagement Lead is to:

- Act as a representative of the Combined Authority and the Mayor on local transport matters in the respective Constituent Council area.
- Act as a local engagement lead on local transport matters in the respective Constituent Council area, to ensure local engagement in the Combined Authority's transport activity.
- Facilitate effective joint working between the Combined Authority and the respective Constituent Council on transport matters, in partnership with the respective Portfolio Holder.

#### **Key duties and responsibilities**

The main duties and responsibilities of the Transport Engagement Lead are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Hold and lead a minimum of two regular open local transport forums in the respective Constituency Council area to secure engagement in the local transport activity of the Combined Authority, including amongst local elected representatives, respective members of the Transport Scrutiny Committee and other local stakeholders and community groups.
- Report back to Transport Committee a summary of the main finding of local transport forums.
- Correspond regularly with the Deputy Chair to ensure that the Deputy Chair maintains a good working knowledge of local transport matters across West Yorkshire.
- Maintain an effective working relationship with the respective Portfolio Holder for the Constituent Council.

#### **Key skills and knowledge**

Key skills and knowledge required of the Transport Engagement Lead are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: ORDINARY MEMBER

*10 roles.*

#### **Purpose**

The main purpose of Ordinary Members is to:

- Ensure that the business of the Transport Committee is informed by the broad range of transport issues, opportunities, and challenges across West Yorkshire.
- Secure broad engagement in the transport activity of the Combined Authority, including the fostering of joint working with the Combined Authority's Constituent Councils.
- Ensure effective transport policies and programmes are developed to meet the identified transport needs and agreed objectives for West Yorkshire.

It is not the purpose of Ordinary Members to review or scrutinise the transport activity of the Combined Authority; this role is undertaken by members of the Transport Scrutiny Committee.

#### **Key duties and responsibilities**

The main duties and responsibilities of Ordinary Members are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Through active contributions to the Transport Committee's business, ensure that a range of relevant interests are being addressed by the Transport Committee.
- Maintain effective working relationships with Officers of the Combined Authority as necessary, including occasional participation in meetings and workshops to inform transport policymaking.
- Attend Member working groups that may be established on specific topics from time-to-time.
- Participate in the respective local transport forum activity managed by the Transport Engagement Lead.

#### **Key skills and knowledge**

Key skills and knowledge required of the Ordinary Members are:

- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: CONSTITUENT COUNCIL TRANSPORT PORTFOLIO HOLDER

*Five roles, one per Constituent Council.*

##### **Purpose**

The main purpose of the Constituent Council Transport Portfolio Holder is to:

- Act as a representative of the respective Constituent Council at West Yorkshire Transport Committee.
- Facilitate effective joint working between the Combined Authority and the respective Constituent Council on transport matters, in partnership with the respective Transport Engagement Lead.

##### **Key duties and responsibilities**

The main duties and responsibilities of the Constituent Council Transport Portfolio Holder are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Through contributions to the Transport Committee's business, ensure that opportunities are realised for co-ordination of the transport activity of the Combined Authority and respective Constituent Authority.
- Correspond regularly with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters across West Yorkshire.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee.
- Maintain an effective working relationship with the respective Transport Engagement Lead for the Constituent Council area.
- Attend as required any local transport forums organised by the respective Transport Engagement Lead.

##### **Key skills and knowledge**

Key skills and knowledge required of the Constituent Council Transport Portfolio Holder are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: CITY OF YORK TRANSPORT PORTFOLIO HOLDER

*One role.*

#### **Purpose**

The main purpose of the City of York Transport Portfolio Holder is to:

- Act as a representative of the City of York at West Yorkshire Transport Committee.
- Facilitate effective joint working between the Combined Authority and the City of York on transport matters.

#### **Key duties and responsibilities**

The main duties and responsibilities of the City of York Transport Portfolio Holder are to:

- Attend meetings of the West Yorkshire Transport Committee.
- Though contributions to the Transport Committee's business, ensure that opportunities are realised for co-ordination of the transport activity of the Combined Authority and the City of York, as necessary.
- Correspond regularly with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters in the City of York, as necessary.
- Maintain effective working relationships with Officers of the Combined Authority including attendance at meetings outside the cycle of Transport Committee, as necessary.

#### **Key skills and knowledge**

Key skills and knowledge required of the City of York Transport Portfolio Holder are:

- Good leadership skills.
- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

## Item 7, Appendix 2

### WEST YORKSHIRE COMBINED AUTHORITY TRANSPORT COMMITTEE

#### PROPOSED ROLE PROFILE: LOCAL ENTERPRISE PARTNERSHIP BOARD MEMBER

*Two roles. One of the two members will hold voting rights.*

#### **Purpose**

The main purpose of the Local Enterprise Partnership Board Members is to:

- Act as a representative of the Local Enterprise Partnership Board at the Transport Committee.
- Ensure that the interests of the private sector are represented in the business of the Transport Committee.

One of the Local Enterprise Partnership Board Members will have a particular regard to:

- Ensure that the needs of the private sector are considered as part of strategic transport policy matters.
- Secure a link between the Transport Committee and Transport for the North Board, also being the Local Enterprise Partnership's nomination to that body.

One of the Local Enterprise Partnership Board Members will have a particular regard to

- Ensure the needs of the private sector are being considered as part of the operation and priorities for the local transport network.

#### **Key duties and responsibilities**

The main duties and responsibilities of the Local Enterprise Partnership Board Members are to:

- Attend and contribute to meetings of the West Yorkshire Transport Committee.
- Correspond with the Deputy Chairs to ensure that the Deputy Chairs maintain a good working knowledge of local transport matters of importance to the private sector across West Yorkshire.
- Maintain effective working relationships with Officers of the Combined Authority.

#### **Key skills and knowledge**

Key skills and knowledge required of the Local Enterprise Partnership Board Members are:

- Good listening and questioning skills.
- The ability to build effective relationships within and outside the Combined Authority.
- Knowledge of the Combined Authority Constitution, Members Code of Conduct and Terms of Reference of the Transport Committee.

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*An indicative Terms of Reference is set out below in the format used in the Combined Authority Constitution.*

*The Terms of Reference would be subject to formal agreement at the Annual Meeting of the Combined Authority as part of the standard annual governance process.*

## Part 3

### Section 2.3 - Terms of Reference

#### Transport Committee

The Transport Committee is authorised:

1. To carry out any Non-Mayoral transport function<sup>1</sup> of the Combined Authority or any other Non-Mayoral function<sup>2</sup> related to transport, including:
  - a) progressing the elements of the Strategic Economic Framework that fall within the remit of this committee, by
    - approving, amending or revoking any policy, investment priorities, strategy or plan<sup>3</sup>
    - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
  - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the Strategic Economic Framework where appropriate,
  - c) submitting bids for devolved and other funding,

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<sup>1</sup> Functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009

<sup>2</sup> Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021

<sup>3</sup> With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination

## Item 7, Appendix 3

- d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
- e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework<sup>4</sup>, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):
  - making a decision to progress the scheme<sup>5</sup> <sup>6</sup>or
  - making any recommendation to the Combined Authority<sup>7</sup> or the Mayor<sup>8</sup> about progressing the scheme, and
  - reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent<sup>9</sup> where that consent has yet to be given<sup>10</sup>,
- any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination<sup>11</sup>, or
- any function which is reserved to the Combined Authority<sup>12</sup>.

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<sup>4</sup> Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

<sup>5</sup> Including determining change requests

<sup>6</sup> With the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority.

<sup>7</sup> Or to any other committee or relevant officer with delegated authority to make the decision

<sup>8</sup> The Mayor will determine any aspect of a scheme which is a Mayoral Function

<sup>9</sup> These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

<sup>10</sup> In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

<sup>11</sup> The 2021 Order provides that these matters require the support of the Mayor

<sup>12</sup> The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan

### Item 7, Appendix 3

2. To advise the Combined Authority in respect of any Non-Mayoral Function which is a transport function or function related to transport.
3. To advise the Mayor in respect of any Mayoral General Function<sup>13</sup> which is a transport function or other function related to transport, including the preparation of the Local Transport Plan and related strategies, and bus franchising functions.
4. To liaise with the Climate, Energy and Environment Committee and the Place, Regeneration and Housing Committee to secure the decarbonisation of transport infrastructure including planning for sustainable development and flood risk management.
5. To promote, in collaboration with other committees,
  - equality and diversity,
  - inclusive growth,
  - tackling the climate emergency, and
  - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee<sup>14</sup>.

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<b>To be of effect from:</b>	

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<sup>13</sup> Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation

<sup>14</sup> That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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**Report to:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Business Planning, Budget and Funding Priorities**

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**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author:** Alice Rowland, Interim Corporate Performance Manager

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## 1. Purpose of this report

- 1.1 To provide an overview of progress on the 2022/23 business plans.
- 1.2 To provide report on performance against the current Combined Authority's 2021/22 Corporate Key Performance Indicators.

## 2. Information

### Budget

- 2.1 Members have held a number of sessions to consider aspects of the Combined Authority's proposed budget for 2022/23. The revenue budget, transport levy and indicative capital budget were approved at the Combined Authority meeting of 3 February 2022 and the full papers are available [here](#). Ongoing monitoring of budget expenditure will be undertaken by the Finance, Resources and Corporate Committee and the Governance and Audit Committee.

### Business Planning

- 2.2 The annual budget should be set in the context of the priorities and activities identified in the business planning process. Work has been undertaken to produce a detailed business plan for the Combined Authority for 2022/23, which sets out how services will deliver value for money and meet the key objectives of the Combined Authority and its partners.
- 2.3 **Appendix 1** sets out the draft overarching corporate plan for the organisation, supported by a draft summary business plan for each of the Combined Authority's directorates. These plans set out the priorities and objectives for the coming year. Following initial endorsement at the Combined Authority meeting on 3 February, the business plans have been refined further to ensure

that equality, diversity and inclusion implications are fully embedded within the plans to achieve the best outcomes for the people, communities and businesses of West Yorkshire. This is in line with the Combined Authority's EDI vision, statement and framework to meet the standards set out in the Local Government Equality Framework.

- 2.4 Work has also been ongoing, guided by the Finance, Resources and Corporate Committee, to review the organisation's corporate priorities to ensure they are fit for purpose and reflect the Combined Authority's expanded remit. This work includes a comprehensive consultation with combined authority staff to enable them feed into, and to shape the new priorities. The comprehensive consultation opened for internal all staff participation on 25 January 2022, providing feedback through an online form and at Directorate meetings. The consultation material asks staff to consider in detail the connection between their role and the proposed priorities, the language used and the overall proposal for a mission for the organisation. A verbal update on the outcome of the consultation will be provided in the meeting to enable the Committee to consider the proposed way forward.

#### Key Performance Indicators

- 2.5 A key mechanism through which Combined Authority performance is monitored on an ongoing basis is through the corporate Key Performance Indicators. The 2021/22 KPIs were agreed at the Finance, Resources and Corporate Committee on 8 September 2021. These strategic KPIs 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. An updated snapshot of performance to date is provided in **Appendix 2**.
- 2.7 The 2022/23 KPIs are currently being developed to correlate to the priorities identified in the Combined Authority business plan. These will be designed to be robust and stretching targets, which focus on improving performance against the organisation's key objectives. Equality, diversity and inclusion will be a golden thread throughout and the proposed list will be brought to the April Finance, Resources and Corporate Committee for endorsement. The Committee may wish to consider these at a future meeting.

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

- 3.1 There are no climate emergency implications directly arising from this report.

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

- 4.1 There are no inclusive growth implications directly arising from this report.

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

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

**6. Financial Implications**

6.1 There are no financial implications directly arising from this report.

**7. Legal Implications**

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

**8. Staffing Implications**

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

**9. External Consultees**

9.1 No external consultations have been undertaken.

**10. Recommendations**

10.1 To consider the draft business plans for 2022/23 and the work underway on key performance indicators.

**11. Background Documents**

None.

**12. Appendices**

Appendix 1 – 2022/23 Business Plans

Appendix 2 – Corporate Performance Snapshot Report

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

PRIORITY THEMES	PLACE, REGENERATION & HOUSING	CLIMATE & ENVIRONMENT	TRANSPORT	POLICING & COMMUNITY SAFETY	CULTURE, ARTS & CREATIVE INDUSTRIES	BUSINESS, ECONOMY & INNOVATION	EMPLOYMENT & SKILLS
<b>MAYORAL PLEDGES</b>	<b>Build 5000 sustainable homes including council houses and affordable homes.</b>	<b>Tackle the climate emergency and protect our environment.</b>	<b>Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses.</b>	<b>Put women &amp; girls at the heart of my policing plan. Recruit 750 more frontline police officers and staff to fight crime.</b>	<b>Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy.</b>	<b>Support local businesses and be a champion for our regional economy. Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all.</b>	<b>Create 1,000 well paid, skilled jobs for young people. Prioritise skills &amp; training to ensure everyone has the skills to secure work.</b>
<p>39</p> <p><b>OBJECTIVES FOR 2022/23</b></p>	<p>Progress delivery of 5,000 sustainable affordable homes including through Brownfield Housing Fund.</p> <p>Build an investable housing pipeline building on strategic partnerships.</p> <p>Develop a West Yorkshire Housing Strategy approach to regional strategic planning.</p> <p>Activity on urban design to raise quality of places.</p> <p>Bring equality into housing policy development, inc. Dementia Ready Taskforce.</p> <p>Accelerate work on Spatial Priority Areas.</p> <p>Secure funding to achieve accelerated delivery of digital infrastructure.</p>	<p>Deliver early priorities of Climate &amp; Environment Plan.</p> <p>Scale up retrofit activity through establishment of Better Homes Hub and use pilots inc. Social Housing Decarbonisation Fund and CRF.</p> <p>Build and launch Net Zero Region Accelerator. Produce West Yorkshire Nature Recovery Strategy and action plan.</p> <p>Refresh of Flood Review to align with Climate &amp; Environment Plan and Net Zero ambitions.</p> <p>Develop business case for Business Flood Recovery &amp; Resilience Grants Programme.</p> <p>Complete delivery of the Retrofit Hub pilot.</p>	<p>Deliver Bus Service Improvement Plan, progress bus reform to ensure communities are connected to opportunities. Increase number of zero emission buses.</p> <p>Further develop Mass Transit Programme.</p> <p>Publish Rail Strategy &amp; make the case for improvements. Secure CRSTS funding &amp; commence delivery.</p> <p>Continue delivery of existing programmes eg TCF &amp; TF. Refresh Transport Strategy &amp; develop pipeline of transport infrastructure based on assessment by need.</p> <p>Ensure bus network provides connectivity for key communities. Make enhancements to the MCard app, rollout colour coded network maps, and contactless capping on all buses.</p>	<p>Publish new Police and Crime Plan with strategies, performance framework and partnership governance structures.</p> <p>Work across the partnership to improve outcomes for victims and survivors of Domestic and Sexual Abuse and Violence, including criminal justice outcomes.</p> <p>Commission targeted services to improve community safety and support victims.</p> <p>Publish an evidence-based violence reduction response strategy.</p> <p>Tackle and reduce serious crimes by identifying and responding to these through the Violence Reduction Unit.</p>	<p>Work with partners to refresh the cultural framework to develop and prioritise the regional programme on culture and heritage.</p> <p>Develop an approach and support festivals and events through years of culture.</p> <p>Shape a pipeline of interventions for Creative New Deal.</p> <p>Grow Creative &amp; Digital Sector through the Creative Digital Catalyst Programme.</p> <p>Progress British Library North project.</p>	<p>Launch new £20m Business Accelerator Fund.</p> <p>Deliver Business Productivity Programme and entrepreneurship programme.</p> <p>Refresh Growth Service.</p> <p>Implement actions from Innovation Framework and the Health Tech Strategy.</p> <p>Inclusivity Champion appointed into post and programme in delivery.</p> <p>Deliver innovation support projects for competitive advantage, innovation festival and Mayoral challenge competition.</p> <p>Deliver more business start-ups through entrepreneurship ladder of enterprise programme.</p>	<p>Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.</p> <p>Implement the Employment and Skills Framework, including a Digital Skills Plan.</p> <p>Deliver and commission AEB budget to achieve better outcomes for learners.</p> <p>Support people to access employment opportunities.</p> <p>Work with schools &amp; colleges to improve attainment ambition of young people.</p> <p>Work with policy to influence the wider skills system.</p>
<b>ENABLERS</b>	<p><b>OUR VALUES</b></p> <p>Working together Positive about change Easy to do business with Working intelligently Championing our region</p>	<p><b>PEOPLE</b></p> <p>Continue to modernise HR policies and process to improve diversity, recruitment, learning and development, wellbeing support and flexible deployment models. Work towards becoming organisation more representative of our region.</p>	<p><b>PARTNERSHIPS</b></p> <p>Work in partnership to develop a shared WY Vision. Work in partnership with local, regional and national partners to promote West Yorkshire and deliver outcomes. Work to understand and meet the needs of communities.</p>	<p><b>SYSTEMS</b></p> <p>Deliver and embed ICS to transform HR, finance and payroll system. Digitise key processes to improve efficiency.</p>	<p><b>RESOURCES</b></p> <p>Planned revenue spend for 2022/23 in total £232m and £287m planned spend on capital investments. 704 FTE staff.</p>	<p><b>OUR DIRECTORATES</b></p> <p>Corporate &amp; Commercial Services Delivery Directorate Economic Services Policy &amp; Development Strategy, Comms &amp; Policing Transport &amp; Property Services Mayor's Office</p>	

## KEY RISKS, ISSUES AND ASSUMPTIONS

Ongoing financial implications of Covid-19 recovery and Brexit | Climate emergency and embedding carbon reduction in our work | LEP Review | Government re-centralisation of decision making | Levelling up White Paper and implications | Further embedding revised committee structure to support delivery | Ensure EDI is embedded in all we do | Ongoing challenges of recruitment and resourcing within the CA and partners

**OUR FRAMEWORK FOR SUCCESS IS SET OUT IN OUR ANNUAL STATE OF THE REGION REPORT AND MONITORED THROUGH OUR [DASHBOARD](#)**

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

## DIRECTORATE PURPOSE

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

## SERVICES

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

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

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

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

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

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

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

## SERVICES

**ICT SERVICES**  
Delivering a modern, secure, and highly reliable technology service.

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

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

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

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

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

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

## OUTPUTS

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

## RESOURCES (WHAT WE NEED)

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

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

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

## HOW WE WILL IMPROVE OUR SERVICE

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



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

## DIRECTORATE PURPOSE

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

## SERVICES

### TRANSPORT POLICY

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

### BUSINESS, INNOVATION, SKILLS AND CULTURE POLICY

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

### PLACE AND ENVIRONMENT POLICY

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

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

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

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

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

## OUTPUTS

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

## RESOURCES (WHAT WE NEED)

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

### OUR TOOLS AND SUPPORT

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

### OUR KEY INTERFACES

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

## HOW WE WILL IMPROVE OUR SERVICE

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

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

## DIRECTORATE PURPOSE

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

## SERVICES

### STRATEGY

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

### RESEARCH & INTELLIGENCE

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

### COMMUNICATIONS & MARKETING

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

### POLICING & CRIME & VRU

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

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

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

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

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

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

## OUTPUTS

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

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

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

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

## RESOURCES (WHAT WE NEED)

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

### OUR TOOLS AND SUPPORT

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

### OUR KEY INTERFACES

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

## HOW WE WILL IMPROVE OUR SERVICE

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



# ECONOMIC SERVICES DIRECTORATE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

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

## SERVICES

### BUSINESS SUPPORT

Deliver inclusive and sustainable business growth for all.

### EMPLOYMENT AND SKILLS

Raise skills levels to create more and better jobs.

### TRADE AND INVESTMENT

Attract inward investment and increase exports.

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

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

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

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

## OUTPUTS

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

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

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

## RESOURCES (WHAT WE NEED)

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

### OUR TOOLS AND SUPPORT

People – Corporate & Commercial Services, Policy, Research.  
Process – Project Appraisals, Procurement, Contract Management, monitoring and evaluation  
Technology – CRM, Power BI, InTend, FAME, Proactis, AEB  
Equality Impact Assessments

### OUR KEY INTERFACES

Financial & Commercial Services.  
Strategy & Policy.  
Partner Local Authorities, Government Agencies, third sector FE/HE.  
Private Sector and intermediaries.  
Voluntary and Community Sector.  
Suppliers.

## HOW WE WILL IMPROVE OUR SERVICE

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

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

## DIRECTORATE PURPOSE

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

## SERVICES

### PORTFOLIO MANAGEMENT & APPRAISAL

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

### ECONOMIC IMPLEMENTATION

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

### TRANSPORT IMPLEMENTATION

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

### TRANSFORMING CITIES FUND

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

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

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

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

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

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

## OUTPUTS

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

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

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

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

## RESOURCES (WHAT WE NEED)

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

### OUR TOOLS AND SUPPORT

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

### OUR KEY INTERFACES

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

## HOW WE WILL IMPROVE OUR SERVICE

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

# TRANSPORT AND PROPERTY SERVICES DIRECTORATE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

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

## SERVICES

### CUSTOMER SERVICES

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

### ASSETS AND FACILITIES

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

### MOBILITY SERVICES

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

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

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

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

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

## OUTPUTS

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

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

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

## RESOURCES (WHAT WE NEED)

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

### OUR TOOLS AND SUPPORT

Joint Venture companies – WY Ticketing Company Ltd / Yorcard Ltd.

Key Service delivery providers – Carlisle (security and cleaning), Lambert Smith Hampton (estates contract), bus operators and school transport contractors.

Technology – GIS database, Customer Relationship Management database, bus real time information system, Movit journey planner. MCard systems and app, AccessBus / DRT booking/scheduling system.

### OUR KEY INTERFACES

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

## HOW WE WILL IMPROVE OUR SERVICE

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

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**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/RAG	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 <b>by Sept 2021</b>	Head of Business, Innovation and Skills	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.	<b>GREEN</b>	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 Committees 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.
BP2	Ensure successful commissioning and delivery of Adult Education Budget services.	Contract with a minimum of <b>40</b> training providers	Head of Employment & Skills	We have embedded our Equality, Diversity and Inclusion aspirations into our provider base monitoring, linking to 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"> <li>43% Learners from ethnic minority groups (WY demographic 20%)</li> <li>23% Learners with learning difficulties and disabilities (increase from 19% to match WY Demographic)</li> <li>43% Unemployed Learners</li> <li>67% Female learners</li> </ul>	<b>GREEN</b>	38	We aimed to contract with up to 50 training providers to deliver quality and innovative training programmes to our residents and communities of need. Following a robust moderating process, allocations for 20 grant providers and 18 contracts for service providers have been approved. This will enable the Combined Authority to increase the skills and quality of training within our region.  In addition we have set EDI KPIs for the proportion of individuals engaged in AEB: <b>(target: current position)</b> <ul style="list-style-type: none"> <li>43% Learners from ethnic minority groups (WY demographic 20%) : <b>58%</b></li> <li>23% Learners with LDD (increase from 19% to match WY Demographic) : <b>15%</b></li> <li>43% Unemployed Learners : <b>46%</b></li> <li>67% Female learners : <b>65%</b></li> </ul>
BP3	Support people to access employment or re-train through Combined Authority led support programmes	<b>4,000</b> people accessing employment or training support through the [re]boot, Employment Hub and other adult skills programmes (not including AEB)	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 (This is the breakdown specified by the funder)	<b>AMBER</b>	2,094	<ul style="list-style-type: none"> <li>ESF Employment Hub / Employment Hub 2 (Gainshare): – est 1,023 to end Dec 21 – with finalised data not yet available due to reporting lag.</li> <li>[re]boot - 315. There are currently 7 courses available. With an extension awarded to end March 2022, we are working with DWP to maximise delivery</li> <li>DFE bootcamp completions – 628. Eight digital Skills Bootcamps are being delivered between January – March 2022. There is capacity for 285 participants and 114 trainees have been enrolled to date.</li> <li>Teacher cpd - 128</li> </ul>

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**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/RAG	Notes
						<ul style="list-style-type: none"> <li>Skills Connect training courses launched Dec 2021</li> </ul>
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 (59% to date). 20% to be BAME (26% to date) 3% to have a Disability (10% to date).  (2021/22 is effectively the baseline year, but the above targets have been informed by other similar schemes across the country)	<b>GREEN</b>	<p>On track with Start-Up West Yorkshire in delivery (Workstream 2), and support for high growth innovative entrepreneurs to commence in April 22.</p> <p>Start-Up Managers in place in Calderdale and Kirklees, and in recruitment phase in Bradford, Leeds and Wakefield.</p> <p>The tender to deliver Start-Up West Yorkshire has been awarded to People Plus Ltd and the programme was formally launched at an event on 3 November.</p> <p>People Plus have an initial 18-months contract with an option to extend for another 18-months, subject to performance or any changes to strategic priorities. There is a strong focus on EDI in the contract and People Plus is working with a number of community anchors and enterprise agencies with strong local links in some of our more disadvantaged areas, including the Paddock Trust, Airedale Enterprise Services, Inspired Neighbourhoods and Barca-Leeds. The support is being delivered as part of the existing AD:VENTURE enterprise support programme, but with a clearly defined target market that complements existing provision. Business to consumer start-ups are a key target for the programme as they have previously been excluded from EU-funded support, and are also common amongst the BAME communities.</p> <p>Since the programme launch, over 120 referrals have been made to Start-Up West Yorkshire. 73 clients have been signed up to the support, just over half of whom are female (59%), with 26% being from BAME backgrounds and 10% being people with disabilities. The first round of webinars commenced in December 21 and to date 9 have been delivered with over 70 attendees, and 63 diagnostic meetings have taken place to date for individual clients (pre-starts and start-ups).</p> <p>In addition, a tender was published in 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 &amp; environmental challenges. The tender submissions are currently being assessed and delivery is expected to commence from April 22.</p>
BP5	Broker employment/apprenticeship opportunities to aid recovery through strategic engagements and	Broker 425 engagements and collaborations	Head of Employment & Skills	15% of those businesses supported will be in the 20% most disadvantaged areas	<b>GREEN</b>	816  Over-achieving against targets, largely due to the success of the Skills for Growth programme which supports businesses to engage with the full breadth of

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collaborations with businesses to connect with education, apprenticeships, training, skills initiatives and new employment opportunities.			Businesses to engage with people in education, particularly those most disadvantaged in the labour market including young people with special educational needs and disabilities.	<b>E N</b>	the education system, and has been extremely well-received. On school partnerships activity, there is a particular need for business volunteers to develop strategic relationships with schools, particularly in Leeds and Bradford due to unmet demand from schools. Close working with LAs to target businesses. Employers also engaged through Employment Hub 1, [re]boot and DFE bootcamps.
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	<p>Occupiers locating to the EZ are securing and maintaining existing jobs and creating further opportunities within demographically deprived areas of the Leeds City Region.</p> <p>Numbers of new jobs created are captured as part of contractual monitoring under terms within the Grant Funding Agreement.</p> <p>Parry Lane – through the SCAPE framework, 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 (*see notes section)</p> <p>Langthwaite – A draft Social Value Action Plan has been incorporated into the pre-construction report from Balfour Beatty. This currently estimates a Social Value of £2.48m, should funding be secured to take forward enabling works. The focus is on local spend, local employment opportunities, skills advice for young people, volunteering, CO2 savings &amp; mental health advice.</p>	<b>G R E E N</b>	<p><u>Parry Lane Social Value Measures</u> 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.</p> <p>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.</p> <p>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</p> <p><u>Langthwaite Business Park Extn progress</u> The Pre-Construction Services Agreement with Balfour Beatty is coming to an end and the draft pre-construction report for the site enabling works submitted. The overhead powerlines have been moved and placed underground. A s106 is in drafting to enable outline planning to be granted.</p>

**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. There will be a particular focus on: <ul style="list-style-type: none"> <li>• Healthy Life Expectancy</li> <li>• Employment rate</li> <li>• Qualification attainment</li> <li>• Average pay</li> <li>• Quality work</li> <li>• Participation in education and training (including apprenticeships)</li> <li>• Travel behaviour</li> <li>• (Female and ethnic minority) representation on company boards</li> </ul>	Aim to slow the rate of widening inequality / start closing the gaps.  A dedicated sub-report on Equality, Diversity and Inclusion will be produced as part of State of the Region, which will analyse key socio-economic indicators by individual characteristics, including ethnicity, sex, disability status, deprivation – purpose is to highlight specific examples of inequalities.	Director of Strategy, Comms and Policing	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, the first of which has been published and which will be published annually going forward. 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.  Proposals underway for a WY Mayoral Inclusivity Champion to be appointed to provide regional leadership on ED&I with a view to narrowing socio-economic and health inequalities.
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, rather than 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 to 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.	Engage with 40 employers (including Job Centre Plus) to extend access to the MCard Mobile App and gifting of ticketing products to job-seekers, students and employees.  Reduce the cost of on-bus MCard tickets to the same level as pre-pay off-bus tickets.	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  At the end of March 22 we will secure high level demographic	AMBER	Patronage c.75% of pre pandemic prior to end of academic year  Fare Deal for Under 19s launched and MCard promotion under way  January 2022: MCard Mobile app gifting functionality now introduced in 20 employer and education establishments, including the first Job Centre Plus (Leeds city centre)



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				intelligence about the individuals benefitting from the new MCard Mobile App arrangements.		
GR4	Enable older and disabled people to access free/discounted travel.	Operating in pandemic environment volatile market conditions. Focus of team is on maintaining bus network within existing funding.	Head of Customer Services	Concession is aimed at older, less mobile members of community	<b>A M B E R</b>	Jan 22 Concessionary journeys were 58% of January 2019  Concessionary pass use continues to be comparatively lower than that of fare payers and impacted by the current phase of the pandemic
GR5	Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment.	Operating in pandemic environment volatile market conditions. Focus of team is on maintaining bus network within existing funding.	Head of Mobility Services	Socially necessary bus services enable communities to access opportunities.	<b>R E D</b>	Overall bus patronage 75% of equivalent period in 2019  Tendered bus services continue to operate during the pandemic but are affected by sustained patronage loss and the effects of high staff absence due to sickness/ isolation have impacted on service delivery. The impending withdrawal of emergency funding together with wide cost pressures in the bus industry are causing bus operators to withdraw services and creating pressure on the CA to fund their continued operation
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 3,041 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	The Superfast West Yorkshire & York broadband Contract 2 completed in Sept 21 and the contract 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 Covid19 pandemic. Broadband contract 3 includes a Social and Economic Value Plan focused on Skills development & employment.	<b>A M B E R</b>	(In year performance) Contract 2 - 848 premises in 12 months  Contract 3 – 1809 premises  Contract 2 delivery has completed. As of 31 <sup>st</sup> January, the contract has enabled 41390 premises over its lifetime, including over 1,000 businesses. This is 120 above the contractual target of 41270. Work has commenced on the formal closure which will complete in October 2022.  By 30 <sup>th</sup> December Contract 3 had delivered 1809 premises and 480 businesses. This is behind contractual target. The supplier is working on performance improvement plans to address numerous concerns. To improve the longevity of the network and future proof the programme a change request has been approved that allows dedicated 5G frequencies to utilised on the masts.

**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	Bus patronage in January 2022 is currently 75% of January 2020 and impacted by ongoing Covid restrictions. To restore financial equilibrium bus patronage needs to return to at least 95% of pre-pandemic rates.	Head of Transport Policy	Stability in the bus network will help to ensure communities are better served.	<b>A M B E R</b>	<p>An operator led campaign of back to bus was launched in June 2021</p> <p>Bus patronage across West Yorkshire is currently 75 to 80% when compared with 2019. This is comparable to other city regions. Omicron variant has reduced demand for bus services but patronage is now increasing again. 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:</p> <ul style="list-style-type: none"> <li>• Rollout of new colour coded bus stop maps and flags region wide</li> <li>• Expand MCard mobile app to link ticket sales, journey planning and in-journey information</li> <li>• Trial 90-minute multi journey tickets</li> <li>• Enhanced Safer Travel West Yorkshire partnership with West Yorkshire Police</li> <li>• Early network and service enhancements</li> </ul>
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	<p>The Bus Service Improvement Plan will look to enhance the bus service offer and provide connectivity to communities. The following key performance indicators are identified (to 2030):</p> <ul style="list-style-type: none"> <li>• Improved journey times -15% reduction in average journey time</li> <li>• Improved reliability and punctuality -to achieve 99.5% reliability and punctuality</li> <li>• Increased bus patronage - 2019 levels + 16%</li> <li>• Increased customer satisfaction* with local bus services -to achieve a 9 in the West Yorkshire Residents Perceptions of Transport Survey</li> <li>• Weekday mode share on radial routes into district centres moved from car to bus -Reduce car share by 4%, increase bus share by 10%</li> <li>• Improved environmental performance and reduced carbon emissions of the bus</li> </ul>	<b>G R E E N</b>	<p>Bus Service Improvement Plan was published on 31<sup>st</sup> October 2021</p> <p><a href="https://www.westyorks-ca.gov.uk">West Yorkshire Bus Service Improvement Plan (BSIP) - West Yorkshire Combined Authority (westyorks-ca.gov.uk)</a></p> <p>The Bus Service Improvement Plan set out the following deliverables for 2022:</p> <ul style="list-style-type: none"> <li>• Rollout of new colour coded bus stop maps and flags region wide</li> <li>• Expand MCard mobile app to link ticket sales, journey planning and in-journey information</li> <li>• Trial 90-minute multi journey tickets</li> <li>• Enhanced Safer Travel West Yorkshire partnership with West Yorkshire Police</li> <li>• Early network and service enhancements</li> </ul> <p>The amount of funding which the Combined Authority will receive through BSIP is uncertain and may short fall of the ask.</p>

**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
				network -a 50% zero emission bus fleet • Improved service provision for those travelling in the early morning and evening - 5% increase • Improved housing accessibility by bus via the core bus network -60% • Improved employment accessibility by bus via the core bus network –70% • Improved satisfaction with personal security while on the bus -90% • Improved passenger satisfaction with value for money -75%		
STR3	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.	<b>A M B E R</b>  Usage around 60% of pre pandemic	BSSG funding to be issued direct to operators and uncertainty over network changes could impact on patronage return  January 2022: Stop specific timetables are now in place at the 3,000 busiest bus stops in West Yorkshire and are being updated on agreed Combined Authority service change dates.  As and when service changes slow down, we will look to further expand timetables to the 8,000 busiest stops.  514 new Real Time Information screens have been installed to date, all of which have audio push button functionality. A further 35 screens are still to be fitted at a variety of locations in Leeds district.
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.	<b>A M B E R</b>  The IRP was published in November 2021	Following publication of the IRP meetings have been held with DfT, Treasury, TfN, other Transport Authorities and Local Authorities to continue to influence the scope of TRU, NPR, HS2 and other rail investments. The governance for the study identified in the IRP is currently being finalised. The Mayor is due to give evidence at the Transport Select Committee on the 24 <sup>th</sup> February

**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	
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 are incorporated into the route options and design with an initial set of indicators presented as part of the SOBC.	<b>GREEN</b>	Mass Transit SOBC was submitted December 2021	The Mass Transit Vision Document and Strategic Outline Business Case (SOBC) is due to be considered by the Combined Authority in March 2022. The Vision Document, SOBC and future Outline Business Cases will consider a number of areas where inclusive, 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
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 Implementation / 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  LPTIP: 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	<b>GREEN</b>          <b>AMBER</b>	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). <ul style="list-style-type: none"><li>9.7km of improved infrastructure completed.</li></ul> LPTIP: completion March 2022. <ul style="list-style-type: none"><li>6 transport hubs delivered (Compton, Pudsey, Lincoln Green, Middleton, Rothwell, Cottingley) 1x transport hub at Bramley due to complete by end of 21/22</li><li>560 real time (audible) bus stops in Leeds</li><li>Stourton P&amp;R opened September 2021, so buses now operational (KPI complete). M&amp;E data will be collated for usage.</li></ul> <b>RAG – Green for above</b>  TCF: 31 out of 33 projects have complete consultation and engagement activities, a number of these have completed a second stage of engagement too. 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. 9 further projects (total £112.7m) are working on FBC's. 4 projects have submitted OBC's for approval in quarter 4 and 20 projects are currently working on OBC submissions, with the majority of these having OBC submissions planned for the next 3-6 months. TCF schemes are currently transitioning into the CRSTS bid/programme which will allow more funding flexibility to deliver beyond March 2023. <b>RAG – Amber on above</b>



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	
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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.	App has been launched	Strong growth in sales through app although most transferred from other retail channels.  January 2022 update – Target achieved and exceeded. Sales through the MCard Mobile app now stand at 64% of the total.

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 Place and Environment 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.	<b>G R E E N</b>  Plan endorsed by Climate, Energy and Environment Committee on 20 October 2021, and published and endorsed by Combined Authority 22 October 2021.  Approval of notional Gainshare allocation of 40million at Combined Authority 3 <sup>rd</sup> February 2022.	Next steps are to further publicise the Climate and Environment Plan, accelerate pipeline and programme development and refine a communication plan.  The Bus Service Improvement Plan sets out that by 2030: <ul style="list-style-type: none"> <li>Weekday mode share on radial routes into district centres moved from car to bus - Reduce car share by 4%, increase bus share by 10%</li> <li>Improved environmental performance and reduced carbon emissions of the bus network -a 50% zero emission bus fleet. By 2036 to be 100% zero emission</li> </ul>

**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	
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	<b>A M B E R</b>	32% waste recycled	New waste management contract has increased % of waste recycled from 8% to 32%. New energy supply contracts increased use of sustainable sources. Recycling facilities now installed in major bus stations.  Discussions with Research and Intelligence team confirm that a link between recycling and EDI is difficult to establish. There may be a link to air quality from waste not recycled (eg burnt) and the impacts on CO2 and NOx emissions on low income/high population areas. Work continues in this area.
CE3 Provide support and advice to businesses to help them to introduce energy efficiency measures.	Provide <b>175</b> businesses with intensive clean growth support	Head of Business Support	10% of grant-recipients deliver an Inclusive Growth commitment in addition to clean growth commitments. These can include: Paying staff the Real Living Wage signing up to the Fair Work Charter Upskilling lowest paid staff Recruiting people with long-term health conditions Working with a local school Offering placements to people disadvantaged in the labour market.	<b>G R E E N</b>	130	130 businesses have been supported to implement more environmentally sustainable ways of working, through investments that reduce energy consumption and costs, and improve approaches to recycling and reuse. For example, BAME-led and Kirklees-based SME, Excellent Relax, that accessed a grant of £17k to contribute towards a new more energy-efficient wood waste heater.
CE4 Support businesses to implement sustainable travel plans through the Travel Plan Network (TPN)	Support <b>100</b> 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	<b>G R E E N</b>	60	60 businesses have been supported to date. The TPN team is also supporting the NHS Integrated Care System (ICS) and its partners to embed sustainable travel options throughout the NHS in the region. The first forum session took place in February 22 and engaged over 20 organisations in support with active and sustainable travel.
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	Programme has indirectly had positive impacts on: <ul style="list-style-type: none"> <li>Green energy as environmental/racial justice</li> <li>Responding to high levels of unemployment</li> <li>Levelling up in Schools</li> </ul>	<b>G R E E N</b>	Complete	Programme closed 31st July 2021 with final report submitted to EIB on time (31.08.21). EIB has confirmed approval of final report. Project closed through the Assurance Framework.

**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
				<ul style="list-style-type: none"> <li>Responding to vulnerable populations and improving access to public transport</li> <li>Tackling Fuel Poverty</li> <li>Responding to inequalities in access to arts and heritage</li> </ul>		
57	CE6 Implement the Connectivity Strategy and pipeline, promoting active & decarbonised travel.	<p>Revise and finalise the Connectivity Plan with transport pipeline covering all modes and secure funding from the Intra-City Transport Fund.</p> <p>Agree a 5 year deal with Government by end of 2021 (Government announcement dependant)</p>	Head of Transport Policy	<p>To ensure access for all across the transport network. Transport Strategy</p> <p>Mode Share targets: 25% of trips by bus 300% by cycle 75% by rail.</p> <p>To reduce inequality in access to employment. To increase MCard transactions.</p>	<b>GREEN</b>	<p>The City Region Sustainable Transport Settlement has been submitted and indicative funding settlement of £830m provided (to be confirmed in March 2022)</p> <p>The City Region Sustainable Transport Settlement is the first portion of funding to support delivery of the Connectivity Strategy. The bid has been submitted an indicative funding settlement of £830m has been allocated for delivery April 2022 to 2027</p> <p>The Bus Service Improvement Plan set out the following deliverables for 2022:</p> <ul style="list-style-type: none"> <li>Rollout of new colour coded bus stop maps and flags region wide</li> <li>Expand MCard mobile app to link ticket sales, journey planning and in-journey information</li> <li>Trial 90-minute multi journey tickets</li> <li>Enhanced Safer Travel West Yorkshire partnership with West Yorkshire Police</li> <li>Early network and service enhancements</li> </ul>

**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.	<p>Governance review to identify possible improvements to scrutiny framework completed by end of June 2022.</p> <p>New Police and Crime Plan to be published by end of March 22.</p>	Head of Policing and Crime	<p>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.</p> <p>Data to be collated from those responding to the survey and a full equality impact assessment to be done as part of the work</p>	<b>GREEN</b>	<p>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.</p> <p>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.</p> <p>The Draft Police and Crime Plan was presented to the Police and Crime Panel in January and is being further</p>

**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
				on the new Police and Crime Plan by 30th November 2021		refined, following the Panel's feedback, before formal publication in March 2022.
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 <sup>st</sup> March 2022.	<b>GREEN</b>	On track  Currently manage total funding of £12m for 2021/22 with 20 Contracts with a total value of £2.7m and 116 Grants with a total value of £9.3m. Further Ministry of Justice funding has been announced for additional Independent Sexual Violence Advisers and Independent Domestic Violence Advisers (amount to be confirmed).
EP3	Work with community safety and criminal justice partners to ensure joined up local priorities.	Specialist advisor 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 <sup>st</sup> March 2022.	<b>GREEN</b>	On track  Work continuing with safeguarding partners, CSPs, Local Criminal Justice Board, Partnership Executive Group and the monitoring of compliance with statutory duties.  Recruitment planned of specialist policy officers to support the Violence against Women and Girls, Criminal Justice and Victims and Witnesses workstreams.
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 March 2022. 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 is WYCA data dashboard and this will be completed by 31st March 2022.	<b>GREEN</b>	On track  Monthly meetings are being arranged with WYP's Chief financial officer and a finance business partner position has been created 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.  The Mayor's precept survey returned overall support for the proposed precept proposal (62%). The Police and Crime Panel supported the Mayor's precept proposal unanimously (04/02/2022).

**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.	<b>G R E E N</b>	<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>

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**Report to:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Workforce**

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**Director:** Angela Taylor, Director of Corporate and Commercial Services

**Author:** Joanne Grigg, Head of HR

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## 1. Purpose of this report

- 1.1 To provide Corporate Scrutiny Committee with further information regarding the Combined Authority's workforce in response to the following question – to provide an *Overview of how the workforce has evolved since the MCA was established and future expectations. Explore current preparations and any challenges or areas of concern (such as funding, resources, and delivery capacity).*

## 2. Information

- 2.1 West Yorkshire Combined Authority became a legal entity and established as an organisation in 2014, formed from the Passenger Transport Authority and Executive for West Yorkshire – Metro. Over the following years other teams transferred in including the Local Enterprise Partnership (LEP) and the trade and inward investment team.

- 2.2 On 11<sup>th</sup> March 2021 the Combined Authority transitioned again to become a Mayoral Combined Authority upon the implementation of the devolution deal and election of the first Mayor for West Yorkshire, Tracy Brabin.

- 2.3 The information attached at **Appendix 1** shows the transition of the organisation in structural terms to demonstrate the evolution of the organisation. The documents show –

- Metro structure pre-WYCA December 2012
- Combined Authority structure on creation of WYCA April 2014
- Combined Authority structure following one organisation restructure December 2016
- Current Mayoral Combined Authority structure February 2022

- 2.4 The organisation went through a large-scale change programme in 2016 called “one organisation”. This brought together the previous component parts in structural terms and created the basis of the organisational structure and directorates that have been in place since that point. This work also sought to provide a common culture and bring the disparate organisations into one cohesive whole, with work undertaken to establish shared values and vision.
- 2.5 An additional Directorate was created in 2021 in order to accommodate the additional policy areas and functions that came with the devolution deal and additional powers that the Mayor now holds, including the transfer into the organisation of the Policing and Crime team, the former Police and Crime Commissioner’s Office.
- 2.6 The pledges outlined by the Mayor during her election campaign are also now being embedded in the priorities for delivery and are being factored into the resources available within the organisation.
- 2.7 The current workforce profile of the organisation is

### Organisation Overview - Data as of 31st December 2021

All Policing & Crime employees and anyone from the Mayoral Office are included in the Strategy, Communications & Policing directorate.

Headcount by directorate and gender	Corporate & Commercial Services	Delivery	Economic Services	Policy & Development	Strategy, Comms & Policing	Transport Services	Total Headcount	Percentage Total
	Female	79	44	69	24	76	108	400
Male	45	56	38	26	42	93	300	42.9%
Totals	124	100	107	50	118	201	700	
Female percentage	63.7%	44.0%	64.5%	48.0%	64.4%	53.7%		
Male percentage	36.3%	56.0%	35.5%	52.0%	35.6%	46.3%		
Percentage Total	17.7%	14.3%	15.3%	7.1%	16.9%	28.7%		

FTE by directorate and gender	Corporate & Commercial Services	Delivery	Economic Services	Policy & Development	Strategy, Comms & Policing	Transport Services	Total FTE	Percentage Total
	Female	74.61	42.96	64.13	21.23	68.04	86.91	357.88
Male	44.11	55.30	38.00	25.60	41.49	86.17	290.67	44.8%
Totals	118.72	98.26	102.13	46.83	109.53	173.08	648.55	
Percentage Total	18.3%	15.2%	15.7%	7.2%	16.9%	26.7%		

Previous 12 months headcount	Corporate & Commercial Services	Delivery	Economic Services	Policy & Development	Policy, Strategy & Comms	Strategy, Comms & Policing	Transport Services	Total by Gender	Total Headcount	Percentage Total
	Q3 2020/21 Female	68	54	66		64		112	364	643
Q3 2021/22 Male	40	60	37		50		92	279		43.4%
Q4 2020/21 Female	74	51	65		64		111	365	641	56.9%
Q4 2020/21 Male	44	56	37		48		91	276		43.1%
Q1 2021/22 Female	76	51	68		62		110	367	648	56.6%
Q1 2021/22 Male	42	59	38		51		91	281		43.4%
Q2 2021/22 Female	74	49	71	23		76	108	401	698	57.4%
Q2 2021/22 Male	41	57	39	25		42	93	297		42.6%

Headcount increase from last quarter	0.3%
Headcount increase from last year	8.9%



### Future expectations

- 2.8 The Combined Authority is a growing organisation as it continues to mobilise the various new functions, responsibilities, and funding streams. Discussions are ongoing regarding the opportunities for further funding and functions over the coming years, with an expectation that the Government’s levelling up agenda will result in changes for the region. The award of the gainshare funding as part of the devolution package has started to increase capacity in some areas and the award of the City Region Sustainable Transport



Settlement (CRSTS) funding and mass transit development will increase the organisation's functions and size further.

- 2.9 This builds on the success of the recently completed Growth Deal programmes and funding and the ongoing Transforming Cities (TCF), West Yorkshire plus Transport Fund, Getting Building Fund and Brownfield Housing programmes and funding.
- 2.10 Work has recently commenced to review the current organisational design, levels and tiers in the organisation structure and roles and responsibilities at each level. This will inform further the next steps and future expectations.
- 2.11 These discussions are also taking place with our partners with regards to the Combined Authority's purpose, objectives and resources required to deliver these, with a focus on partnership and collective delivery of key priorities.

## **Challenges or areas of concern**

### **Funding**

- 2.12 The budget for the coming financial year was approved at the Combined Authority meeting on 3rd February 2022. The detailed report and appendices can be found [here](#). The budget seeks to allocate resources in line with agreed priorities but is clear that the funding model for combined authorities makes resource planning difficult and with some areas of activity receiving no direct funding.
- 2.13 The gainshare funding provides opportunities to fund activities identified in the Investment Priorities and this may enable a way of meeting some of the Authority's and its partners' resource challenges. The use of capital funding to support revenue costs, particularly those of the support services that are working to deliver the capital programme continues to be a key component of ensuring sufficient resource across the organisation.
- 2.14 The recent allocations of funding to deliver transport projects and mass transit is welcome and is being developed into delivery plans which include resource requirements and additional posts on the structure.

### **Resources**

- 2.15 The Combined Authority is experiencing recruitment and retention difficulties, in a similar way to other public sector organisations. There is instability in the labour market currently with people now moving employment after two years of Covid and there not being significant movement. During Covid the pattern was people remaining where they were and seeing moving employers at that time as being too risky. We are now seeing movement and people progressing their career. This is creating gaps in the workforce that are then proving more difficult to recruit to, with roles requiring re-advertising more frequently and alternative approaches to sourcing candidates.

- 2.16 The longer it takes to recruit then impacts on staff covering work pending recruitment.
- 2.17 A combination of new roles being created, increased turnover and labour market shortages are being felt in the time taken to fill vacancies and the quality of candidates applying. This has been particularly difficult with ICT, legal and project management roles.
- 2.18 This is being addressed through a refreshed recruitment and advertising strategy with a key aim of also improving the diversity profile of the workforce. Other options to buy in support are also being explored but demand is also high for bought-in resources.
- 2.19 The annual pay increase has also been delayed and has just been settled in the final month of the financial year. This is due to factors relating to the late settlement of the Local Government pay award, however this is also deflating salaries and the perception that the Combined Authority salaries are lower than elsewhere.

### **Delivery capacity**

- 2.20 The costs of the Delivery Directorate, which is fully engaged in the delivery of capital programmes and projects, are funded from capital either charged directly to the project or through a small top slice of capital funding across the programme. A proportion of the costs of the supporting teams i.e., corporate and commercial, research and intelligence, policy, strategy and communications are also funded in this way. The model of charging individual posts to specific time limited projects is becoming more difficult to manage as the size and complexity of the programmes being delivered increases and it is intended over the coming year to review and simplify the way in which staff are funded to enable better longer-term workforce planning and budgeting to take place.
- 2.21 Other areas are also experiencing resourcing and capacity issues including the policy teams and corporate and commercial services directorate which provides the support services to the rest of the organisation and have been impacted by growth and the scale of change in expectations of delivery. This is being addressed through business cases to restructure departments to reflect the capacity issues.

## **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 As an employer in the region the Combined Authority contributes to the regional economy through the employment of residents. As a growing organisation, the increase in headcount helps to increase the economic benefit from increased employment opportunities and jobs.

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

- 5.1 The Combined Authority is committed to being an inclusive employer with a representative workforce of the communities it serves. Investment has been made in reviewing our recruitment processes, practices, and advertising more widely to improve our attractiveness as an employer and the number of employees engaged across the range of protected characteristics.

## **6. Financial Implications**

- 6.1 The financial position of the Combined Authority is referred to in paragraph 2.12.

## **7. Legal Implications**

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

## **8. Staffing Implications**

- 8.1 The workforce profile and changing nature of the organisation in terms of structure has been outlined above. There is an ongoing review of the business operating model and organisational design, taking into account this issues referee to above and reviewed by scrutiny.

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That the Corporate Scrutiny Committee notes the report and provide any comments and feedback.

## **11. Background Documents**

None.

## **12. Appendices**

Appendix 1 – Evolving organisational structures

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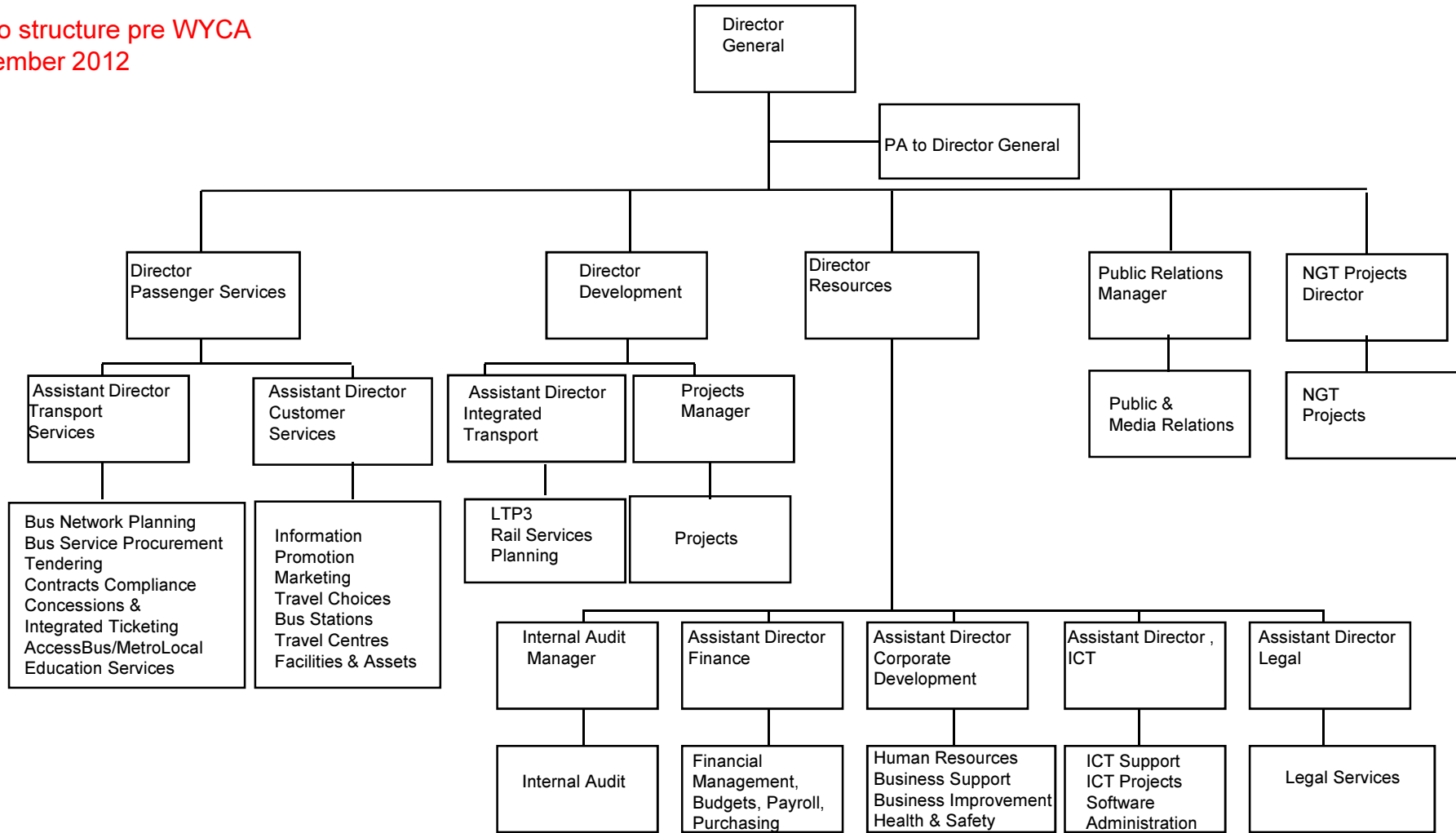


# WEST YORKSHIRE PASSENGER TRANSPORT EXECUTIVE

## Overview Organisation Structure

Metro structure pre WYCA  
December 2012

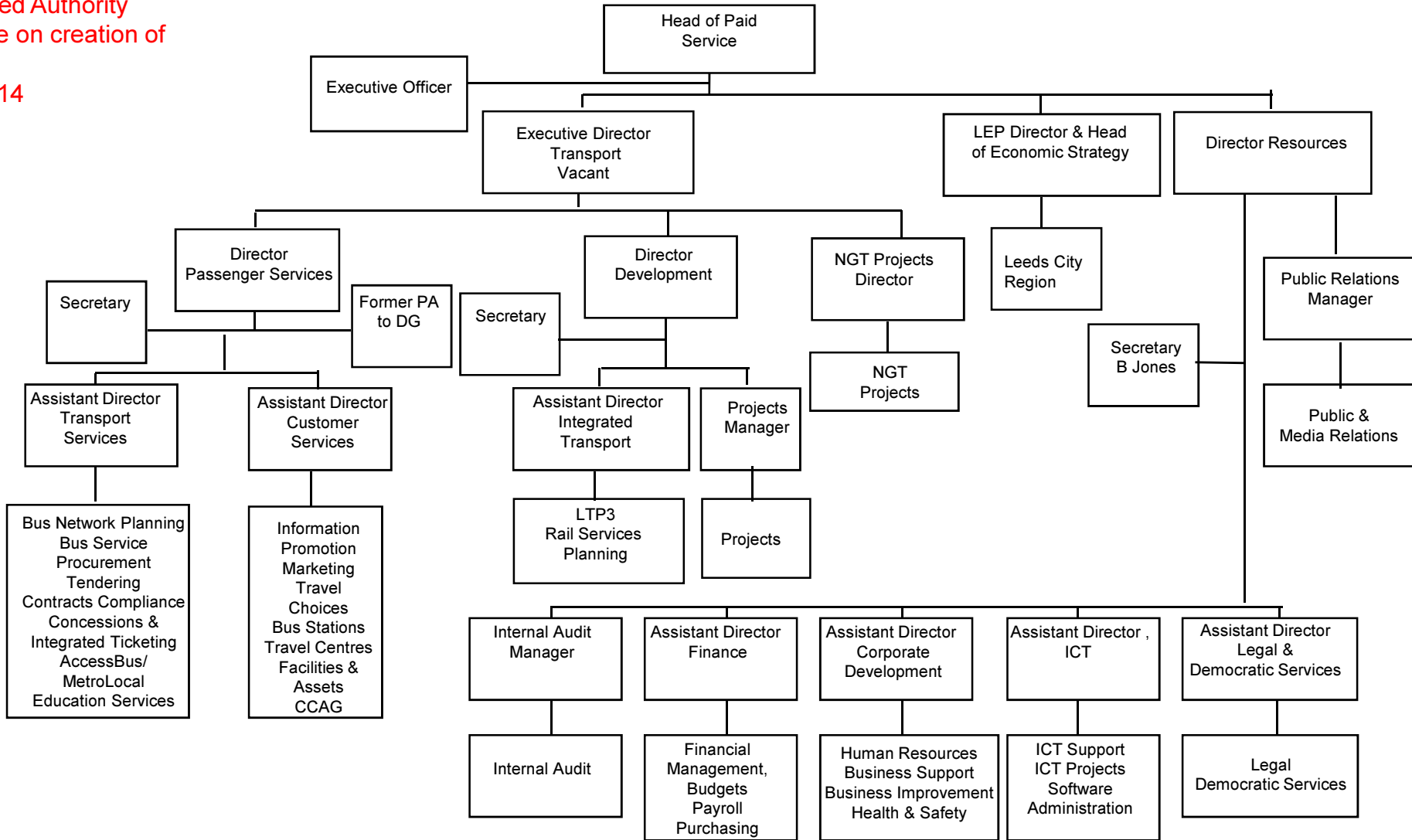
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As at 12.12.12

# WEST YORKSHIRE COMBINED AUTHORITY Overview Organisation Structure

Combined Authority  
structure on creation of  
WYCA  
April 2014



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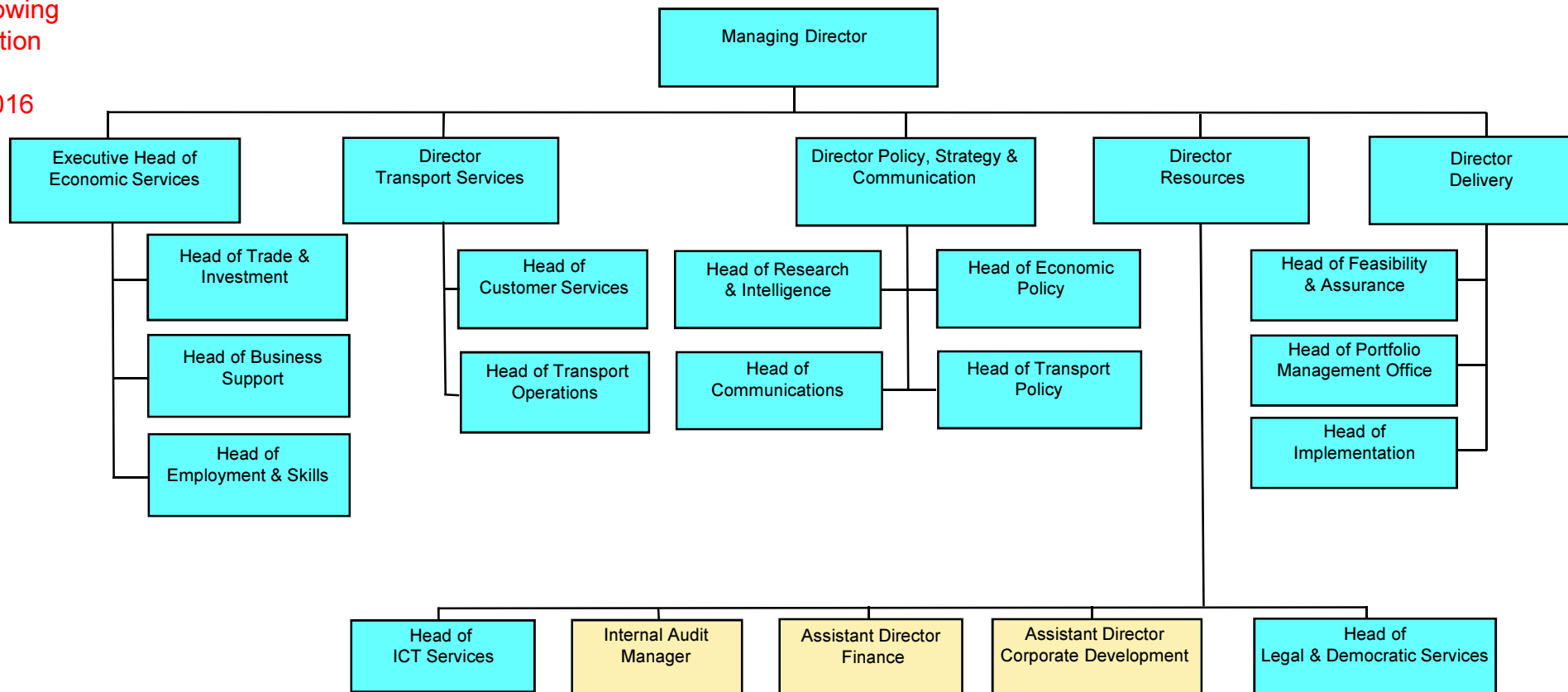
As at 28.4.14

# WEST YORKSHIRE COMBINED AUTHORITY

## Overview

Combined Authority  
structure following  
the organisation  
structure  
December 2016

69



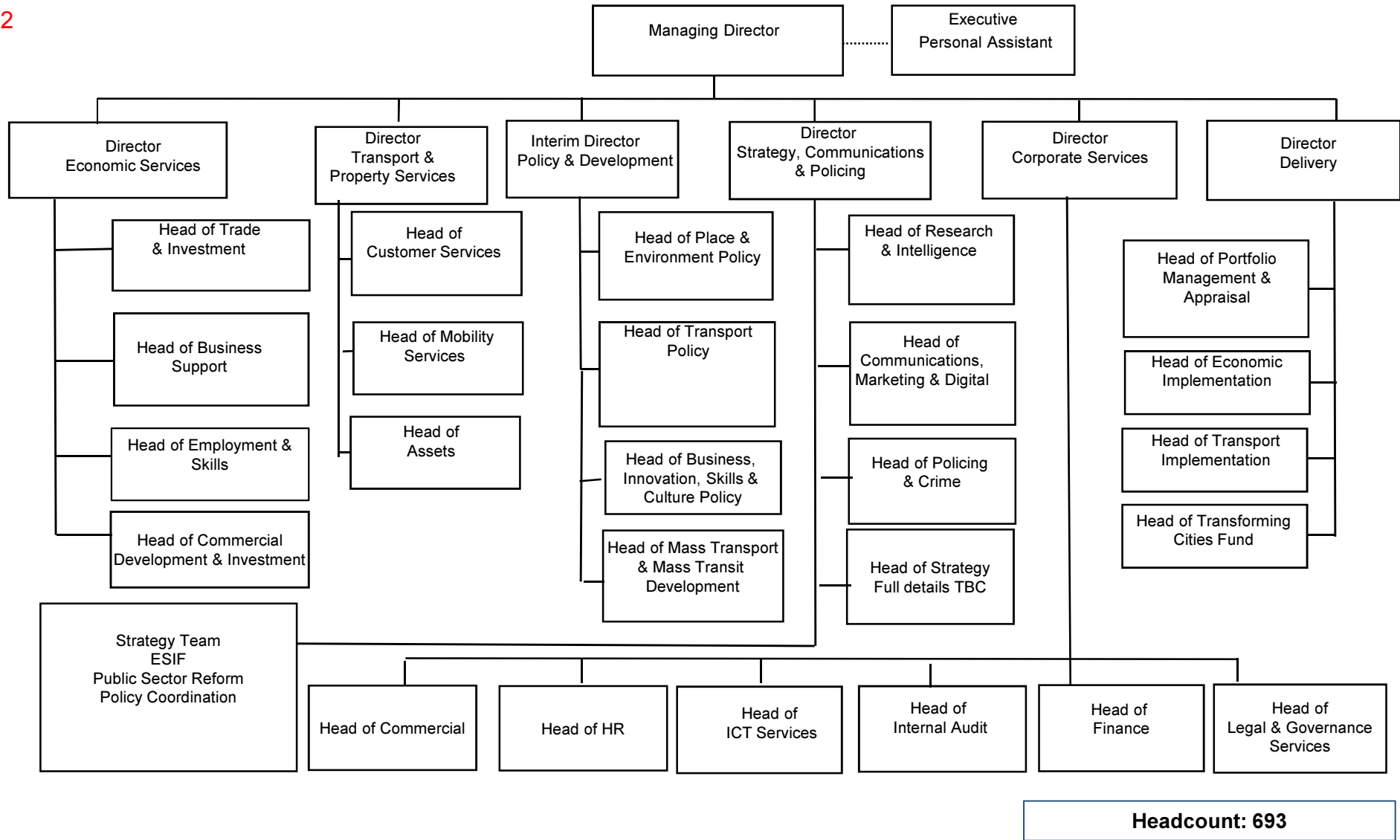
**Headcount:459 FTE:412**

**Key:**  
 Blue = Confirmed posts within new structure  
 Pink = Vacant posts  
 Yellow = Functions that have not yet been through the organisational design process. Please note that structures are subject to further change.

# WEST YORKSHIRE COMBINED AUTHORITY Overview

Current Mayoral Combined  
Authority structure  
February 2022

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February 2022





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**Report to:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Social Value in procurement**

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**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author:** Faye Barker, Head of Commercial

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## 1. Purpose of this report

- 1.1 To advise the Committee of the 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.<sup>1</sup>
- 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.
- 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. The Combined Authority has recently adopted 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

<sup>1</sup> Taken from Social Value Portal website.

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 was considered and approved by the Finance, Resources and Corporate Committee and can be found in **Appendix 1**.

- 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 2**), 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 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 considers the approach to social value in procurement, including the selected TOMs.

#### **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
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
<b>NT1</b>	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
<b>NT1b</b>	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
<b>NT1c</b>	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
<b>NT2</b>	Percentage of local employees (FTE) on contract	%	£0.000
<b>NT75</b>	Good and fair work charters and related employment practices are implemented and facilitated on contract	Y/N	£0.000
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
<b>NT3</b>	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or	no. people FTE	£20,481.000

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Appendix 1

Agenda Item 10

	longer) as a result of a recruitment programme		
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
<b>NT3a</b>	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
<b>NT3c</b>	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
<b>NT4</b>	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
<b>NT7</b>	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
<b>76 Jobs: Promote Local Skills and Employment: Improved skills</b>			
<b>NT8</b>	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
<b>NT9</b>	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
<b>NT10</b>	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
<b>Jobs: Promote Local Skills and Employment: Improved skills for disadvantaged people</b>			
<b>NT9a</b>	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

<b>NT10a</b>	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
<b>Jobs: Promote Local Skills and Employment: Improved skills for a low carbon transition</b>			
<b>NT54</b>	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
<b>NT10b</b>	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
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>			
<b>NT11</b>	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
<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£168.720
<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£168.720
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>			
<b>NT13a</b>	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£332.500
<b>NT15</b>	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£101.860
<b>Growth: Supporting Growth of Responsible Regional Business: More opportunities for local MSMEs and VCSEs</b>			

<b>NT15a</b>	Provision of expert business advice to help VCSEs and MSMEs achieve net zero carbon	no. staff expert hours	£101.860
<b>NT17</b>	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£16.090
<b>NT18</b>	Total amount (£) spent in LOCAL supply chain through the contract	£	Localised by Project
<b>NT18a</b>	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
<b>NT19</b>	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	£	Localised by Project
<b>NT19a</b>	Total amount (£) spent through contract with LOCAL micro and small enterprises within your supply chain	£	Localised by Project
<b>Growth: Supporting Growth of Responsible Regional Business: Improving staff wellbeing and mental health</b>			
<b>NT20</b>	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
<b>NT39</b>	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£ invested including staff time	£1.000
<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.860
<b>Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities</b>			
<b>NT40</b>	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
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
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

	modern slavery occurring in relation to the contract		
<b>Social: Healthier, Safer and more Resilient Communities: More working with the Community</b>			
<b>NT28</b>	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.000
<b>NT60</b>	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
<b>NT29</b>	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£16.090
<b>NT61</b>	Percentage of invoices on the contract paid within 30 days	%	£0.000
<b>Social: Healthier, Safer and more Resilient Communities: Crime is reduced</b>			
<b>NT24</b>	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£ invested including staff time	£1.000
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT31</b>	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
<b>NT31.1</b>	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
<b>NT31.2</b>	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

<b>NT31.3</b>	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
<b>NT44</b>	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Air pollution is reduced</b>			
<b>NT32</b>	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
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT64</b>	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
<b>NT45</b>	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
<b>NT65</b>	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV	%	£0.000
<b>NT66</b>	Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)	Y/N	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Air pollution is reduced</b>			
<b>NT46</b>	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
<b>Environment: Decarbonising and Safeguarding our World: Safeguarding the natural environment</b>			
<b>NT67</b>	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems	£	£1.000

<b>NT68</b>	Plastic recycling rate on the contract (to e.g. reduce microplastics)	%	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted</b>			
<b>NT69</b>	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
<b>NT70</b>	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	kg	£0.000
<b>NT71</b>	Value of service provided by local partnerships that implement circular economy solutions	£	£1.000
<b>NT48</b>	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
<b>NT49</b>	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
<b>Innovation: Promoting Social Innovation: Social innovation to create local skills and employment</b>			
<b>NT50</b>	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
<b>Innovation: Promoting Social Innovation: Social innovation to support responsible business</b>			
<b>NT51</b>	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
<b>Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities</b>			
<b>NT52</b>	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

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**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
<b>Jobs: Promote Local Skills and Employment: More local people in employment</b>			
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
<b>Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people</b>			
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
<b>Jobs: Promote Local Skills and Employment: Improved skills</b>			

<b>NT8</b>	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
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>			
<b>NT11</b>	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
<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£168.720
<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£168.720
<b>Jobs: Promote Local Skills and Employment: Improved employability of young people</b>			
<b>NT13a</b>	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£332.500
<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*no. attendees	£101.860
<b>Growth: Supporting Growth of Responsible Regional Business: Reducing inequalities</b>			
<b>NT57</b>	Prime contractor's median gender salary pay gap for staff - Small and Medium enterprises	% median gender pay gap	£0.000
<b>NT41</b>	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£0.000
<b>Social: Healthier, Safer and more Resilient Communities: Creating a healthier community</b>			
<b>NT26</b>	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	
<b>Social: Healthier, Safer and more Resilient Communities: More working with the Community</b>			
<b>NT28</b>	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.000
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT31</b>	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
<b>NT31.1</b>	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
<b>NT31.2</b>	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
<b>NT31.3</b>	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
<b>Social: Healthier, Safer and more Resilient Communities: Crime is reduced</b>			
<b>NT24</b>	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	£ invested including staff time	£1.000
<b>NT44</b>	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced</b>			
<b>NT64</b>	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)		
<b>NT45</b>	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year	Y/N	£0.000
<b>NT65</b>	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV	%	£0.000
<b>Environment: Decarbonising and Safeguarding our World: Resource efficiency and circular economy solutions are promoted</b>			
<b>NT69</b>	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
<b>NT70</b>	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract	kg	£0.000
<b>NT49</b>	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
<b>Innovation: Promoting Social Innovation: Social innovation to create local skills and employment</b>			
<b>NT50</b>	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
<b>Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency</b>			
<b>NT53</b>	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:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Cyber Security**

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**Director:** Angela Taylor, Director, Corporate and Commercial Services

**Author:** David Gill, Head of ICT Services

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## **1. Purpose of this report**

- 1.1 To provide the Corporate Scrutiny Committee with details on West Yorkshire Combined Authority's current position regarding cyber security and ICT resilience.
- 1.1 To set out the current risks and how the Combined Authority will evolve following the reliance on technology and system/information security vulnerability which has been exposed since the pandemic.

## **2. Information**

- 2.1 In 2018 the Combined Authority commenced delivery of its Corporate Technology Programme. This digital transformation programme enabled the organisation to respond to technology demands and risks which were then exacerbated because of the COVID-19 pandemic. The programme ran for over two years and it allowed most staff to immediately work from home with no business disruption, it also reduced many technology risks:
  - Cyber Essential Plus accreditation was achieved, a UK government and National Cyber Security Centre certification scheme which demonstrates a minimum level of protection in cyber security.
  - Computer operating systems for servers and laptops were updated.
  - The majority of corporate data was moved to the Microsoft "cloud" (Azure / 365) for greater protection, resilience, accessibility and staff collaboration.

- A disaster recovery project improved the documentation and staff knowledge for the recovery of systems.
- A new secure network was implemented in the refurbished Wellington House.
- Cyber security awareness was improved via compulsory staff training.
- A cyber response plan was introduced so that the organisation is better able to react in the event of an incident. Cyber and data incidents have a single reporting process and these events are examined at the monthly Regulatory & Compliance Board.
- New virus protection software was installed on all corporate laptops with an updated ICT Security Policy and a revised Bring-Your-Own Device Policy.

2.2 Despite the above improvements, the risks of a cyber related incident are increasing, this is partly because the pandemic has caused a sharp rise in the number of cyber-attacks and cyber-criminals, it is a rated VERY HIGH RISK on the organisation's corporate risk register. In response to this and the need for further digital transformation, last autumn the Combined Authority commenced MCA Digital, a new two-year programme which includes projects that will address both cyber security risks and resilience risks, it contains:

- A Security and Information Management project to implement an information management strategy, roll out more staff training and improve technical security.
- A Cloud Infrastructure project to remove the remaining dependencies of Wellington House and to move virtually all systems and data into the Microsoft Cloud for greater protection.
- A Disaster Recovery project to formally implement a scheduled plan of simulated system recoveries.
- A SharePoint project to manage the migration of police and crime data into the Microsoft Cloud where it will be both highly secure and available for collaboration to approved individuals.

2.3 The Combined Authority has recently signed a contract with Microsoft for enhanced support, including for security. The organisation is also in the process of moving responsibility for managing key parts of the infrastructure to suppliers (firewalls and telephony), this is lowering cyber and resilience risks.

2.4 "CiSP" is a joint industry and government initiative (National Cyber Security Centre) set up to exchange cyber threat information in real time, in a secure, confidential and dynamic environment, it includes the Combined Authority as a member. This is an invaluable source of information and advice for countering emerging risks, including those which are of an international nature. The Combined Authority is also a member of the Yorkshire & Humber WARP

(Warning, Advice and Reporting Point) where it benefits from security collaboration with regional public bodies including all the West Yorkshire District Councils.

- 2.5 Progress in implementing paragraphs 2.2 and 2.3 has been delayed because of higher-than-normal staff turnover for ICT engineering posts and longer than normal delays in associated recruitment. The organisation has approved a new Technical Security Lead position to oversee much of the required changes but this post has not yet attracted a satisfactory response and is currently being readvertised. In a highly competitive regional employment market for IT specialists, it is proving difficult to attract suitably experienced staff.
- 2.6 The Combined Authority has engaged with central government (Department for Levelling Up, Housing and Communities) over its cyber risk exposure. In February 2022 it received £175,000 of funding to implement an agreed Cyber Treatment Plan to make necessary improvements. It is expected that these implementation activities will be incorporated within the MCA Digital Programme.
- 2.7 Five years ago the Combined Authority experienced one major cyber incident when a member of staff inadvertently downloaded a personal email containing a “zero-day” virus (a brand-new virus which has yet to receive a fix from suppliers). Following this, personal email was blocked and many improvements have been introduced. There have been no other major cyber incidents.
- 2.8 In summary, the main cyber related risks for the Combined Authority are the following:
- The need to improve backup of data to provide greater resilience.
  - The need to have systems to monitor IT audit files, malicious activities and provide alerts.
  - The need to upskill both specialists in ICT Services and the wider staff for dealing with cyber threats.
- 2.9 Through agreed work which is in train the organisation will lower its cyber risks by implementing an agreed industry recognised information management strategy, upgrading its ICT infrastructure and having more robust operational processes. It should also be noted that:
- IT risks are carefully managed, including risks from suppliers and third parties.
  - The Combined Authority’s incident response plans have recently been updated with greater clarity on the roles of staff.
  - A Change Advisory Board in ICT Services meets weekly to implement agreed improvements.
  - The organisation receives early warning information from the National Cyber Security Centre.

### **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 Approval has been given for £2.3 million through the Assurance Framework for MCA Digital of which over £250,000 will deliver security and resilience benefits. In addition, the Combined Authority has received £175,000 from central government to implement a cyber treatment plan.

### **7. Legal Implications**

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

### **8. Staffing Implications**

8.1 A project team is managing improvements to the organisation's cyber and risk posture via the MCA Digital programme. Current vacancies for Technical Security Lead and ICT Infrastructure Engineer require filling in order to accelerate delivery.

### **9. External Consultees**

9.1 No external consultations have been undertaken.

### **10. Recommendations**

10.1 That the Committee notes the report and provides any comments or feedback.

### **11. Background Documents**

None.

### **12. Appendices**

None.





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**Report to:** Corporate Scrutiny Committee

**Date:** 11 March 2022

**Subject:** **Corporate Scrutiny Work Programme 2021/22**

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**Director:** Angela Taylor, Director of Corporate & Commercial Services

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## **1. Purpose of this report**

- 1.1 To note the Corporate Scrutiny Work Programme for 2021/22.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

## **2. Information**

### **Scrutiny Work Programme**

- 2.1 The Work Programme outlines the work the Committee has resolved to undertake, investigate further and focus on in the current municipal year (June 2021 – June 2022) within the resources, remit and powers available to it.
- 2.2 The work programme is set at the beginning of the year and, as a live document, is considered at each meeting where it can be amended and changed as the year progresses.

### **Referrals to scrutiny**

- 2.3 Under Scrutiny Standing Order 7, any Scrutiny Member, any Combined Authority Member or any elected Member of a West Yorkshire council (or the City of York Council) may formally refer a matter to the Committee for consideration. The referral must be in writing to the Statutory Scrutiny Officer. The Committee must then consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.4 There are no formal referrals for this committee to consider.

## **Agenda items and topics for consideration 2021/22**

- 2.5 At the first committee meeting of the year in September, members considered the Combined Authority's corporate priorities and plan alongside the Mayor's Pledges and, following further questions and discussions with senior officers, discussed a number of possible topics and items to consider further this year.
- 2.6 The resultant work programme was adopted at the previous meeting in November and is attached at **Appendix 1**. The document also includes the topics to be considered by the other two scrutiny committees so that scrutiny members are always aware of what work the other scrutiny committees are undertaking.

### **Key decisions and call in**

- 2.7 Scrutiny members may call in any decision of the Mayor, Combined Authority, a decision-making committee and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.8 Decision-makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider.
- 2.9 Any five scrutiny members – including at least one member from two different constituent councils (West Yorkshire) – may call-in a decision by notifying the Statutory Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication of a decision notice. The relevant scrutiny committee then has 14 days to meet and scrutinise the decision and make any recommendations. Further information is set out in Scrutiny Standing Order 14.
- 2.10 The latest key decisions and forward plans of key decisions are published and available for viewing on the [key decisions section of the Combined Authority's website](#).

### **Actions for the Statutory Scrutiny Officer**

- 2.11 As outlined in Scrutiny Standing Order 17, the statutory scrutiny officer provides support to a scrutiny committee's work programme and all scrutiny members in exercising their scrutiny duties and fulfilling their objectives.

### **Changes in membership since the last meeting**

- 2.12 Since the last meeting, the following changes in membership have occurred:
- Cllr Alun Griffiths has been appointed as the substitute to Cllr Jeanette Sunderland (Bradford, Liberal Democrats).

- Cllr Fiona Fitzpatrick has been appointed as the substitute to Cllr Rachel Melly (York, Labour).

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

3.1 There are no climate emergency implications directly arising from this report.

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

4.1 There are no inclusive growth implications directly arising from this report.

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

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

### **6. Financial Implications**

6.1 There are no financial implications directly arising from this report.

### **7. Legal Implications**

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

### **8. Staffing Implications**

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

### **9. External Consultees**

9.1 No external consultations have been undertaken.

### **10. Recommendations**

10.1 To note or amend the Scrutiny Work Programme.

### **11. Background Documents**

None.

### **12. Appendices**

Appendix 1 – Joint Scrutiny Work Programme 2021/22

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## Scrutiny Work Programmes 2021/22

### Summary of main topics (*subtopics and objectives outlined within*)

Committee	Topics	Meetings
Corporate	<ol style="list-style-type: none"> <li>1. Partnerships and mayoral soft power</li> <li>2. Budget and business planning</li> <li>3. Overall strategic and financial decision-making</li> <li>4. Workforce and corporate systems</li> </ol>	19 November 2021 (MQT) 21 December 2021 – budget workshop 21 January 2022 11 March 2022
Transport	<ol style="list-style-type: none"> <li>1. Buses (franchising and improvement plans)</li> <li>2. Behaviour change in decarbonisation</li> <li>3. Freight (incl waterways)</li> <li>4. Road management and policy</li> <li>5. Rail reforms</li> </ol>	18 November 2021 20 January 2022 (MQT) 10 March 2022
Economy	<ol style="list-style-type: none"> <li>1. COVID-19 recovery: growth, jobs and skills</li> <li>2. Impact of inward investment (Incl. Channel 4 &amp; culture)</li> <li>3. Rural issues</li> <li>4. Housing pledge and powers</li> </ol>	17 November 2021 19 January 2022 16 February 2022 – Inward Investment/Channel 4 workshop 9 March 2022 (MQT)
<i>All Committees</i>	<ol style="list-style-type: none"> <li>1. (Relevant) Mayors Pledges</li> <li>2. Work programme</li> </ol>	9 July 2021 – induction intro workshop

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## Corporate Scrutiny Committee

Summary:

1. Partnerships and mayoral soft power
2. Budget and business planning
3. Overall strategic and financial decision-making
4. Workforce and corporate systems

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>Partnerships and mayoral soft power</b>	West Yorkshire partnership	<p>Understand how well the CA works with the five authorities and York in all matters – incl. possibly:</p> <ul style="list-style-type: none"> <li>• officer liaison,</li> <li>• knowledge sharing,</li> <li>• policy development,</li> <li>• project management,</li> <li>• service delivery,</li> <li>• communications / engagement,</li> <li>• and any other cooperation</li> </ul> <p>Explore quality of current relationships between CA + councils and between councils and potential areas for improvement in joint working.</p>	All	
	External partnerships	<ul style="list-style-type: none"> <li>• Understand what is being done to strengthen relationships with other Mayors/MCAs (on pan-northern and cross-border things) and central government (and other key stakeholders such as operators).</li> <li>• Understand what other partnership opportunities are being identified and how they are pursued.</li> </ul>	November 2021	

	Communications & Engagement	<ul style="list-style-type: none"> <li>Understand the Mayor / CA's comms/marketing/engagement strategy to raise their profile.</li> <li>Explore how well the CA engages with elected members and the public (particularly consultation on schemes)</li> </ul>	November 2021	
<b>Budget and business planning</b>	Budget setting and business planning 2022/23	Explore the biggest pressures and risks and possible mitigations in budget setting (2022/23).	January 2022 December 2021 Workshop	
	Budget performance 2021/22	Monitor budget performance in the current financial year (2021/22).	Standing Item	
<b>Overall strategic and financial decision-making</b>	Gainshare, strategic investment framework and other spending priorities	Understand and explore how the Mayor / CA decide what to invest in – particularly Gainshare (E.g. Strategic Investment Framework.)	January 2022 December 2021 Workshop March 2022	
	Sources of funding	Understand what possible extra funding sources are available to the CA – including government funding, business rates and precepts.	January 2022 December 2021 Workshop March 2022	
	Strategic prioritisation and consistency	<ul style="list-style-type: none"> <li>Understand how strategic priorities are determined.</li> <li>Explore how conflicts between priorities are resolved and which priorities had to be left out.</li> </ul>	January 2022 December 2021 Workshop March 2022	
	Impact and performance assessment	Understand the process and methodology of performance and impact assessment and how it is considered during decision making (E.g. carbon impacts, EDI)	January 2022 December 2021 Workshop March 2022	
	New governance and scrutiny structures	Monitor the effectiveness of the new governance and scrutiny structures	March 2022	

		established after the Mayor's election – and review as appropriate.		
<b>Workforce and corporate systems</b>	Workforce planning	<ul style="list-style-type: none"> <li>• Understand how the workforce has evolved since the MCA was established – and future expectations.</li> <li>• Explore current preparations and any challenges or areas of concern (such as funding, resources, and delivery capacity).</li> </ul>	March 2022	
	Recruitment, retention and apprenticeships	<ul style="list-style-type: none"> <li>• Understand how well the CA attracts, recruits, utilises and retains talent – (local talent in particular) and explore current challenges in these areas.</li> <li>• Understand the current position with regards to apprenticeships within the CA.</li> </ul>	March 2022	
	Upgrade of corporate systems	<ul style="list-style-type: none"> <li>• Understand plans to upgrade internal systems.</li> <li>• Explore the capacity for greater harmonisation of systems across the five member authorities and CA e.g. in finance, HR, ICT and project management.</li> </ul>	January 2022	
	Cyber security and ICT resilience	<ul style="list-style-type: none"> <li>• Understand the CA's current position re: cyber security and ICT resilience.</li> <li>• Explore current risks and how the CA will evolve now the pandemic exposed increasing reliance on technology and system/information security vulnerability.</li> </ul>	March 2022	



## Transport Scrutiny Committee

Summary:

1. Buses (franchising and improvement plans)
2. Behaviour change in decarbonisation
3. Freight (incl waterways)
4. Road management and policy
5. Rail reforms

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>Buses</b> <i>(in parallel with behaviour changes)</i>	Bus franchising	Understand ambitions for bus franchising and the statutory process (including lessons learned from Greater Manchester)	November 2021 March 2022	
	Bus improvement plans: 1. network coverage – rural and urban 2. connectivity and integration with modes (e.g. Rail, cycling and walking) 3. reliability and frequency of services (including use of technology) 4. costs and ticketing 5. partnership working (with transport operators and councils)	Understand the current position of the bus network in WY and explore bus improvement plans – with a focus on the subtopics and connectivity with other modes of travel including rail and active travel.	November 2021 March 2022	
<b>Behaviour changes (and inclusion) in decarbonisation</b>	Research, data and general understanding	Explore current understandings in the transport sector about:	November 2021 January 2022 March 2022	

<i>(in parallel with bus improvement plans)</i>		<ol style="list-style-type: none"> <li>1. why people travel how they do e.g. cycling, buses, cars</li> <li>2. how habits changed over time</li> <li>3. what changes habits</li> </ol>		
	'Seldom heard groups'	<ul style="list-style-type: none"> <li>• Understand the challenges faced by 'seldom heard groups' (e.g. disabled, neurodiverse) in using transport and how well they are engaged in consultations.</li> <li>• Explore if their needs are being taken adequately into account.</li> </ul>	November 2021 January 2022 March 2022	
	Youth engagement	Understand current engagement with young people and explore what more could be done to engage them on using public transport and cycling etc.	November 2021 January 2022 March 2022	
	Unlikely transport users	Understand how unlikely users of certain transport modes (e.g. buses, rail, cycling) are defined, identified, considered and engaged.	November 2021 January 2022 March 2022	
<b>Freight (incl. waterways)</b>		Understand current position on freight and explore how assets such as waterways/canals have been considered as decarbonisation and commercial/economic opportunities.	Possible workshop	
<b>Road policy and management</b>		Understand current position on roads and explore how roads and highway policy/management is harmonised and coordinated across the region and policy areas (such as connectivity with active travel) <ol style="list-style-type: none"> <li>1. how it works now,</li> </ol>	January 2022	

		2. why it wasn't changed with devolution 3. how it could work in future		
<b>Rail reforms</b>		Monitor national plans and reforms in the rail sector and explore possible implications for West Yorkshire and impact on the CA's existing plans.	March 2022	

## Economy Scrutiny Committee

### Summary

1. COVID-19 recovery: growth, jobs and skills
2. Impact of inward investment (Incl. Channel 4 & culture)
3. Rural issues
4. Housing pledge and powers

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>COVID-19 recovery: economic growth, job creation, skills, and other opportunities</b>	Data and intelligence	Understand economic picture, what economic/social data is analysed and how it influences CA activity.	November 2021 January 2022	
	Influence and impact of CA/LEP activity – outputs, outcomes & additionality	<ul style="list-style-type: none"> <li>• Understand what levers the CA has to make an impact on the economy.</li> <li>• Explore return on investment and whether a) targets are being achieved and b) if this constitutes additionality.</li> </ul>	November 2021 January 2022	
	Jobs and skills strategy – short and long term	<ul style="list-style-type: none"> <li>• Understand job creation strategy and explore outcomes.</li> <li>• Understand how CA can help plug short term demands (such as shortages in HGV drivers, agricultural workers, service, retail, hospitality and security staff etc)</li> </ul>	November 2021 January 2022	

		<ul style="list-style-type: none"> <li>Explore long term AEB strategy and how local labour needs and are calculated and considered.</li> </ul>		
	Local growth – strengths and assets vs weaknesses and gaps	<ul style="list-style-type: none"> <li>Understand region’s unique assets/opportunities and ‘growth engines’ and what other strengths could be developed and utilised to drive growth – particularly long term and ‘future proof’ sectors.</li> <li>Understand the region’s economic weaknesses (e.g. productivity and innovation) what gaps there are in the current recover/growth strategy and explore possible mitigations.</li> </ul>	November 2021 January 2022	
	Other post-pandemic opportunities	Explore potential post-pandemic opportunities e.g. rise in ‘entrepreneurship’ as alternate ‘job creation’ and local ‘community economies’.	November 2021 January 2022	
	Partnership working – partner councils	Understand current joint working with partner councils to avoid duplication and fit in with local strategies.	November 2021 January 2022 March 2022	
<b>Impact of inward investment</b>	Return on investment and additionality	<ul style="list-style-type: none"> <li>Explore whether targets are being met and</li> </ul>	February 2022 Workshop	

	(Channel 4 as a case study)	<p>whether there is an appropriate return on investment vs resources dedicated to supporting incoming enquiries and outgoing proactive bids.</p> <ul style="list-style-type: none"> <li>• Explore level of – and evidence of – additionality and whether investment makes a difference in relocations and leads to economic outputs.</li> <li>• Understand implications of possible competition between areas within WY and between MCA areas.</li> <li>• CASE STUDY: Explore if Channel 4 investment delivered promised outcomes – immediate (number of jobs created) and strategic (catalyst for growth in local creative sector).</li> </ul>		
<b>Rural issues</b>	Strategic gap	Understand how well rural-specific issues have been considered in wider strategies/plans, analysis and support services – in particular, agricultural/food business in the context of local supply chain resilience,	January 2022	

		skills shortages and business support/grants.		
	Digital connectivity	Explore current activity aiming to improve digital connectivity in rural areas.	January 2022	
<b>Housing pledge and powers</b>	Powers – current and future	<ul style="list-style-type: none"> <li>• Understand CA's current housing powers in the absence of spatial strategy and other devolution planning powers – and how CA's functions are expected to change in the future?</li> <li>• Understand how CA can enable housing development within current powers while housing remains an LA function.</li> </ul>	January 2022 March 2022	
	Delivering pledge and coordination with partner councils	<ul style="list-style-type: none"> <li>• Explore steps which could be taken to ensure homes are affordable and targets are met.</li> <li>• Understand how local plans will be taken into consideration.</li> </ul>	January 2022 March 2022	

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