

# **LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD**

**MEETING TO BE HELD AT 2.00 PM ON THURSDAY, 31 MARCH 2022  
IN MEETING ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON  
STREET, LEEDS, LS1 2DE**

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

### **1. APOLOGIES FOR ABSENCE**

### **2. DECLARATIONS OF INTEREST**

In accordance with the requirements of the LEP Board Members' Code of Conduct, members have an obligation to review their register of interests before each meeting and to declare any interests.

If an interest has not been entered onto the LEP's register, then members must disclose the interest at any meeting at which they are present and where they have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.

### **3. EXCLUSION OF THE PRESS AND PUBLIC**

### **4. MINUTES OF THE MEETING HELD ON 26 JANUARY 2022**

(Pages 1 - 8)

### **5. COMMITTEES UPDATE REPORT**

(Led by: Angela Taylor, Author: James Young)

(Pages 9 - 14)

### **6. FAIR WORK CHARTER**

(Led by: Alan Reiss, Author: James Flanagan)

(Pages 15 - 36)

### **7. LEVELLING UP WHITE PAPER - UPDATE**

(Led by: Ben Still, Author: Liadan Buggy)

(Pages 37 - 42)

### **8. LEP - NEXT STEPS**

(Led by: Ben Still, Author: Emma Longbottom)

(Pages 43 - 50)

## **9. MAYORAL UPDATE**

### **For Information**

## **10. ECONOMIC UPDATE**

(Led by: Alan Reiss, Author: Tom Purvis)  
(Pages 51 - 54)

## **11. CORPORATE PERFORMANCE**

(Led by: Angela Taylor, Author: Alice Rowland)  
(Pages 55 - 82)

## **12. DRAFT MINUTES OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD ON 3 FEBRUARY 2022**

(Pages 83 - 92)

## **13. DATE OF NEXT MEETING**

The next meeting will be held on 15 June 2022.



**MINUTES OF THE MEETING OF THE  
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD  
HELD ON WEDNESDAY, 26 JANUARY 2022 AT DUE TO COVID-19, THIS  
MEETING WILL BE HELD REMOTELY AND WILL BE LIVESTREAMED HERE:  
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE)  
(COPY AND PASTE THE LINK IN YOUR BROWSER)**

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**Present:**

Sir Roger Marsh OBE DL (Chair)

Leeds City Region Enterprise Partnership

Mayor Tracy Brabin

West Yorkshire Combined Authority

Kate Hainsworth

Leeds Community Foundation

Amir Hussain

Yeme Architects

Rashik Parmar MBE

IBM EMEA (Chair, Employment & Skills  
Panel)

Professor Simon Pringle

Project Rome

Kamran Rashid

Third Sector

Mandy Ridyard

Produmax Ltd

Mark Roberts

Beer Hawk Ltd

Kully Thiarai

Culture

Andrew Wright

A W Hainsworth Ltd (Chair, Business  
Innovation & Growth Panel)

Councillor Susan Hinchcliffe

Bradford Council

Councillor Cathy Scott

Kirklees Council

Councillor Tim Swift MBE

Calderdale Council

**In attendance:**

Ben Still

LEP/West Yorkshire Combined Authority

Angela Taylor

LEP/West Yorkshire Combined Authority

Brian Archer

LEP/West Yorkshire Combined Authority

Alan Reiss

LEP/West Yorkshire Combined Authority

Liz Hunter

LEP/West Yorkshire Combined Authority

Caroline Allen

LEP/West Yorkshire Combined Authority

Craig Taylor

LEP/West Yorkshire Combined Authority

Sarah Bowes

LEP/West Yorkshire Combined Authority

Amanda Potter

LEP/West Yorkshire Combined Authority

Alexander Clarke

LEP/West Yorkshire Combined Authority

Thomas Purvis

LEP/West Yorkshire Combined Authority

Julie Haigh

LEP/West Yorkshire Combined Authority

**62. Apologies for Absence**

Apologies from Shirley Congdon, Helen Featherstone, Councillors James Lewis, Denise Jeffery and Shabir Pandor and guests Tom Riordan and Peter Mucklow.

**63. Declarations of Interest**

In accordance with the requirements of the LEP Board Member's Code of Conduct, Members were reminded of their obligations to review their individual register of interests before each LEP Board meeting and to declare any interests.

**64. Exclusion of the Press and Public**

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

**65. Minutes of the meeting held on 30 November 2021**

That the minutes of the meeting held on 30 November 2021 be approved.

**66. Committees Update Report**

The Board received updates from the six Thematic Committees at the West Yorkshire Combined Authority.

The Business, Enterprise and Industry Committee (BEIC) endorsed the West Yorkshire Business Accelerator Plan which had previously been discussed by the LEP. The committee also received a report on the three strands of the entrepreneurship initiatives. The first two strands offering one-to-many support about how to set up a business and support for new business are now running and are achieving the desired targets of involvement. The third strand of the initiative offering support for larger business start-ups had its tender closed on the 15 January, and further updates to the board can be provided once the outcomes are known.

Discussions were held regarding the amount of overlap between the BEIC and other committees such as the Employment and Skills Committee and the Climate, Energy and Environment Committee, and there is a desire to discuss and understand each committee's work in more detail. The Manufacturing Taskforce has met for the first time, breaking down into five further sub-committees who will reconvene to discuss

ideas.

The Climate, Energy and Environment Committee had discussions regarding the decarbonisation of transport, the carbon impact of Combined Authority schemes, and nature recovery. Committee members are keen to further some of the discussed work outside of meetings, and the establishment of sub-committees may be a means by which to achieve that aim. A report was received regarding the Social Housing Decarbonisation fund, and there was a presentation given by the Northern Power Grid.

Members noted that there is finance being made available by banks and other organisations to support decarbonisation schemes. In many cases the projects do not meet the criteria to be awarded funding, however if the Combined Authority was to ensure these criteria are met, the extra funding may become available. Members noted the suggestion and the potential opportunities to obtain funding for the Leeds City Region and offered to take it forward outside of the meeting.

The Place, Regenerations and Housing Committee has approved the West Yorkshire Mass Transit Statement of Intent. The Committee has a large interest in the Brownfield Housing Fund and will be able to provide strong input into the direction of new developments to further inclusive growth within the region.

The Culture, Arts and Creative Industries Committee is working to outline its aims over the coming years, with a focus on mass participation and those, especially from areas of deprivation, who are not typically engaged with the arts. The committee will make use of the Cultural Framework endorsed by the LEP Board to help with narrowing down the aims of the committee. Discussions are also being held regarding how to support cultural events within the West Yorkshire region to encourage engagement and investment, as well as create new opportunities for inclusion and employment.

The Creative Catalyst project is ongoing, and LEP members were encouraged to consider if they would be interested in becoming a mentor for the creative industries. Members noted that a partnership between business and the arts can be beneficial for both parties, and so should be encouraged as widely as possible.

There is a project alongside the Poet Laureate Simon Armitage to establish a Young Poet Laureate of the year award, as well as a project to deliver a story to every child across Leeds simultaneously to encourage reading and participation.

The Employment and Skills Committee engaged in discussions regarding the best implementation of the Adult Education budget to increase the utilisation of the Lifetime Skills Guarantee and also provided feedback on the draft Local Skills report. The Combined Authority has been invited to apply for one years' delivery of skills bootcamps for adults to retrain key skills. The first Green Skills taskforce meeting was also held and led by the Mayor.

The Transport Committee discussed the lack of economic assessment or timetables relating to the Integrated Rail Plan, which the committee will discuss and provide feedback upon.

It was raised that the cancellation of Arriva buses in Wakefield and Kirklees will negatively impact a range of residents and there remains an argument for a government subsidised bus service.

It was noted that Patrick McLaughlin has been elected as Chair of Transport for the North, and that the forum plays a key role in communicating the concerns of the North to the government.

The Managing Director noted that questions have been raised regarding how work is shared between the committees. Minutes of committee meetings will be shared between committees so there is a mutual understanding of the conversations that were held and officers will be available in each meeting to advise about forward planning and the potential for linked themes on upcoming agendas.

Some themes, such as health and inclusive growth, are broad and do not have a bespoke committee but periodic updates to all committees on these themes will provide an insight into potential links.

Themes such as decarbonisation may be relevant to more than one committee and so the same report may be presented at multiple meetings. It is important to allow any relevant committee to provide input but to also be mindful of which committee is most suited to make a formal decision on a given paper.

The Chair provided an update from the LEP network meeting regarding the future of LEP Boards. The Chair noted that the government is generally assured of the importance of LEP boards as a link between the private and public sectors. The larger questions surround what the role of the LEP may be if it is to change, but it is suggested that LEPs will help to drive the agenda of the democratic institutions with which they are affiliated. It is recognised that there is not a 'one size fits all' approach, but that partnership working is more beneficial than having no links at all. It is recognised that the upcoming Levelling Up White Paper will provide more detail on the future of LEPs and this will provide a basis for future discussions.

**Resolved:** That the LEP Board notes the updates from the Thematic Committees.

## **67. Mayor's Update**

Board members were encouraged to contact the Mayor with positive economic updates as the end of the pandemic approaches.

The Mayor expressed thanks to Kate Hainsworth for her on-going work leading on the Fair Work Charter, which is gaining significant interest from businesses within

West Yorkshire, and reflects similar charters in Manchester and Liverpool. A pan-northern approach is being considered and there is a proposal for a private sector anchor progression framework to encourage more partners to join the charter.

A pre-consultation engagement event was held in Bradford to hear wider views from faith and Black, Asian minority ethnic groups and another will be held with the Bradford Chamber Leadership Group. The Charter will be presented to the West Yorkshire Combined Authority directors with a proposed launch in July 2022.

The role of Inclusivity Champion has been agreed to be part-time with support from senior officers. West Yorkshire Healthcare Partnership have agreed to part-fund the Champion's role, and the funding will help to conduct reviews into health and opportunity inequality across the region. The role's responsibilities are still to be confirmed and a briefing has been arranged with the LEP Chair, the Healthcare Partnership, diversity champions, and the Combined Authority directors.

## **68. Economic Update**

The Board considered a report of the Director of Strategy, Communications and Policing regarding the latest intelligence concerning the impact of COVID-19 and the EU Exit.

It was raised that, as with the response to the pandemic, LEP members should consider their response to the issues caused by the rising cost of living to lessen the impact on the people of West Yorkshire as much as possible. The Director assured the Board that many of the long-term initiatives of the Combined Authority are intended to contribute to lessening the financial impact on the public. Improvements to public transport, investments in retrofitting inefficient properties, and improving the skills of adults contribute towards tackling inequality and creating better economic opportunities for those who are disadvantaged. The short-term issues are more difficult to address, however there are options to explore regarding providing funding to community organisations which will allow them to resolve specific community issues. The Chair agreed that the issue is important to tackle both in the short and long term and suggested it to be furthered by the mayoral and civic leaders in direct dialogue with the national government.

**Resolved:** That the LEP Board note the latest intelligence around the economic impacts of Covid-19 and Eu Exit and considered how it relates to their work and future work plans.

## **69. West Yorkshire Trade Strategy**

The International Trade Manager presented the West Yorkshire Trade Strategy to the Board.

The Chair reminded the Board of the previous discussion regarding the strategy, and the general agreement that there was more work to be done on the topic. Since the previous LEP meeting the Chair and the Mayor participated in the launch of the export strategy, and highlighted that the line, 'Made in the UK, sold to the world' misses the key offers of the service sector which is strong in the Leeds City Region. The Chair noted that private sector LEP board members have been consulted and the feedback has been positive, and that approval of the whole board is sought for their approval.

Officers outlined the purpose of the trade strategy and welcomed the previous discussions and feedback. One of the points raised about the strategy related to the perceived lack of targets for the strategy. Officers explained that though targets are an important means to track progress, and the intention was always for targets to be explored further, it was uncertain at the time of drafting the report which targets would be relevant or valid to include. A tender was put out for an organisation to provide support to identify, set, and track a suitable target for the strategy. Leeds University Business has successfully won the tender, and a meeting is scheduled for the beginning of February to further the discussions in more detail. Baseline metrics should be available by the end of March 2022, and a year one report will be ready at the end of March 2023 to assess progress. Possible target metrics include;

- The value of exports for manufacturing and service industries.
- The Leeds City Region vs the UK/other regions.
- Looking at specific industries for development.
- Analysing the market shares of industries/exports and comparisons with the Leeds City Region.

The Chair emphasised that the Leeds City Region can be a key player in the national ambition to raise UK exports from around £600bn to £1tn, and there are some key considerations in how the Leeds City Region can contribute to that target and explore trade opportunities with new and emerging economies.

Board members thanked officers for the engagement and conversations regarding the Trade Strategy and for the resulting revisions. It was noted that the Business Communications Group expressed many positive comments about the strategy and the amount of support available for businesses. Concerns were raised about the ease of access to the support, especially SMEs which perhaps don't benefit from in-house expertise or links with larger international trade initiatives.

Members noted that an absence of guidance from central government on trade strategy had not impeded the development of a robust and beneficial strategy for West Yorkshire. The Board thanked officers for their revisions to the trade strategy and noted how it now answered many of the questions that they had previously raised.

**Resolved:** That the LEP Board endorsed the West Yorkshire Trade Strategy (2022-



2025).

## **70. Healthtech Strategy**

The Regional Healthtech Lead presented the Healthtech Strategy to the Board.

The Chair noted that the Healthtech Strategy had been previously approved by the LEP board and asked members for their approval of the amendments that had been requested and implemented since that meeting.

Officers thanked members for their input regarding the Healthtech Strategy both inside and outside of meetings. It was emphasised that the Strategy remains in development and consultation is ongoing with partners, such as the newly-formed Improvement and Innovation Hub under the Health and Care Partnership. Officers provided an overview of the changes to the initial report, including streamlining the longer list of actions into a more focused list with three headline goals and seven action points, which is a reduction from the previous list of fourteen actions.

**Resolved:** That the LEP Board notes the developments made to the strategy action plan in response to previous feedback.

## **71. Assurance Framework Review**

The Head of Portfolio Management and Appraisal presented the Assurance Framework to the Board.

Officers explained that reviews of the Assurance Framework are undertaken on an annual basis as a government requirement. Following larger scale changes in the previous review, as a result of becoming a Mayoral Combined Authority and changes to the committee structure, the 2022 update has substantially fewer changes. The Assurance Framework had been reviewed by the Corporate Scrutiny Committee and the Governance and Audit Committee before being presented to the Board.

**Resolved:** That the LEP Board:

- (i) Endorse the changes that have been made to the Local Assurance Framework as set out in the report.
- (ii) Delegate authority to the LEP Chair in consultation with the LEP's Chief Executive (the Managing Director) and the Combined Authority Chair to approve the final Local Assurance Framework, in case that any further changes are needed to be made to the Local Assurance Framework prior to its publication.

**72. Corporate Performance**

The LEP Board note the corporate performance information provided.

**73. Draft Minutes of the West Yorkshire Combined Authority Held 9 December 2021**

The LEP Board note the draft minutes of the West Yorkshire Combined Authority held 9 December 2021.

**74. Date of Next Meeting**

The next meeting will be held on Thursday 31 March 2022.



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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

**Subject:** **Committee Update Report**

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

**Author:** James Young, Governance Services Team Leader

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

- 1.1 To provide the LEP Board with a brief update from the six Thematic Committees at the West Yorkshire Combined Authority. Any substantial items from the committees will be brought to the LEP Board as separate agenda items for comment and feedback.

## **2. Information**

### **Thematic Committee Updates**

#### **2.1 Business, Economy and Innovation Committee**

- 2.1.1 The next Business, Economy and Innovation Committee will take place on the 29 March so a verbal update will be provided at the LEP Board meeting.

#### **2.2 Climate, Energy and Environment Committee**

- 2.2.1 The Climate, Energy and Environment Committee met on 22<sup>nd</sup> March.
- 2.2.2 The Committee received a paper and presentation to inform discussion about prioritising the actions within the Climate and Environment Plan. This follows the decision by the Combined Authority to allocate £40m of gainshare to the Tackling the Climate Emergency Investment Priority.
- 2.2.3 The Committee recognised that all of the actions need to be taken forward, but prioritisation would be helpful to enable the development of proposals to be sequenced. It also noted that those proposals which will help people to manage energy demand would be most helpful. It provisionally concluded to prioritise:
- Better Homes Hub / Retrofit
  - Flood resilience
  - Package of Support for Businesses

- Better Neighbourhoods
- Green Skills and Training
- Solar Photovoltaic

- 2.2.4 The Committee also received a paper and held a discussion on transport decarbonisation, which brought together all the current activity across different modes.
- 2.2.5 The Carbon Impact Assessment materials were published and considered by the Committee. This is the outcome of the work begun in 2020 to improve the CA's and partners' ability to assess the carbon impact of schemes (both transport and non-transport). Substantial guidance has been published and will now be embedded in the Assurance Framework and scheme development going forwards.
- 2.2.6 The Committee also received papers updating on the Green Skills Taskforce and Better Homes Hub, and a presentation from the Environment Agency on Climate Adaptation and Resilience.
- 2.2.7 The Committee also reviewed and agreed the monitoring indicators to inform progress against our climate objectives, subject to including a more explicit reference to the overall carbon emissions target.

### 2.3.1 **Culture, Arts and Creative Industries Committee**

- 2.3.2 The Culture, Arts and Creative Industries Committee took place on the 16<sup>th</sup> March. The Committee noted the latest national policy developments on culture, including Levelling Up White Paper and Arts Council announcements to focus more national expenditure on culture outside London to other parts of the country.
- 2.3.3 The Committee reviewed the latest evidence base on the culture economy. This showed a continued recovery from COVID, apart from a blip during December and January due to the impact of the OMICRON variant. The Committee were also informed of and supported the Combined Authorities plan to increase the evaluation and analysis resource on culture to ensure robust evaluation of investment and high quality regional proposals for national funding.
- 2.3.4 The review and refresh of the Leeds City Region Cultural Framework is now underway and this will inform how we invest in culture. The committee were presented with proposed themes of 1. Culture and sport for all; 2. A diverse and confident cultural and creative workforce; 3. A Vibrant, Diverse and Sustainable Culture Sector; and 4. A Creative, Sustainable and Vibrant Region with Culture at its Heart. The Committee will be developing this framework in more depth at a workshop being held on the 12<sup>th</sup> April.
- 2.3.5 The Committee considered the framework for investing in years of culture and festivals. As part of this paper, views were sought on proposals to invest in Leeds Year of Culture 2023, Kirklees Year of Music 2023 and Bradford

Literature Festivals. Views from the Committee were fed into the Combined Authority meeting.

2.3.6 The Committee were presented an update on activity on the creative economy through the Creative Catalyst. This included an update on the launch of Indielab, the Creative Catalyst Accelerator which is delivering for 26 businesses. There was also an update on export support, mentoring and the Mayor's Screen Diversity Programme.

2.3.7 The Committee discussed the intention to explore cultural education programmes at a region wide level. This will give children from all backgrounds access to a range of culture. As part of this, a proposal to develop and deliver a West Yorkshire Young Poet Laureates Programme, working with Simon Armitage was supported (subject to matched funding from Arts Council England).

## **2.4 Employment and Skills Committee**

2.4.1 No meeting of this committee has taken place since the last LEP board meeting.

## **2.5 Place, Regeneration and Housing Committee (08 March 2022)**

2.5.1 Levelling Up White Paper. The committee was informed about the implications and opportunities of the Government's Levelling Up White Paper on the region. The report was noted.

2.5.2 Capital Spending and Project Approvals. The committee approved the progression of six schemes through the Combined Authority's Assurance Framework:

<b>TCF Dewsbury Bus Station</b>	<p>Approval of outline business case and for work to commence on full business case</p> <p>Funding approved - £0</p> <p>Total value of the scheme - £14,337,600</p> <p>Total value of Combined Authority funding - £14,337,600</p>
<b>York Station Gateway</b>	<p>Approval of the change request for development costs of £1,050,000, to extend the scheme delivery timescales to August 2024 and to reallocate the already approved development costs of £2,684,000 from the West Yorkshire plus Transport Fund to the Transforming Cities Fund.</p> <p>Funding approved - £1,050,000</p> <p>Total value of the scheme - £26,379,433</p> <p>Total value of Combined Authority funding - £26,379,433</p>

<b>BHF Leeds East</b>	Approval of outline business case and for work to commence on full business case  Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.
<b>BHF Burmantofts</b>	Approval of outline business case and for work to commence on full business case  Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.
<b>BHF Bingley</b>	Approval of full business case and for work to commence on activity 5 (delivery)  Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.
<b>BHF South Bradford</b>	Approval of full business case and for work to commence on activity 5 (delivery)  Details of the costs and funding approved were outlined in an exempt appendix as these are commercially sensitive.

2.5.3 West Yorkshire Regional Brownfield Analysis Report and Dashboard. The committee:

- Noted the contents of the report as an up to date evidence base of the regional brownfield housing supply and past 10 years of delivery,
- Considered and commented on the recommendations and actions contained within the report, including how best to reflect and develop the analysis further within the forthcoming regional Housing Strategy work
- Agreed to write to Government to propose they implement the key recommendations in the report.

2.5.4 One Public Estate Programme- Meanwhile Use Report. The committee approved the Meanwhile Use Report prepared as part of the One Public Estate Programme and discussed and provided a view on the consultants recommendations which will inform how the report is taken forward.

2.5.5 Transport Fund Review 2021. The report detailed the process and outcomes of the annual review of the Transport Fund 2021 and set out recommendations for revised project allocations and over-programming. The following recommendations were approved:

- The proposed revised funding allocations as set out in the report;
- The revised programme dates for each project as set out in the report.
- The increase in over-programming on the Transport Fund from £115.34 million to £151.20 million.

2.5.6 Leeds Public Transport Investment Programme (LPTIP) Review 2022 – Part Three. The report was for the third review of the Leeds Public Transport Investment Programme (LPTIP) and set out recommendations for managing

the different financial elements of the Programme and that full spend of the DfT grant of £173.5m is forecast. The LPTIP Review Part 4 is planned to take place following the end of the Financial Year (FY) 2021/22 to allow for any further changes in the final months of the Programme. The following recommendations were approved:

- The reprofiled project and package budget approvals as set out in the report.
- That the Combined Authority issues an addendum to the existing Funding Agreement with Leeds City Council for the LPTIP Corn Exchange scheme.

2.5.7 Broadband Contract Three – Update. The Committee noted progress to date on the Broadband Contract and the delivery of Superfast West Yorkshire and York Broadband, Contract Three.

## **2.6 Transport Committee**

2.6.1 Transport Committee on 4 March was updated on the ongoing impact of the pandemic on demand for bus and rail travel and the impact that this is having on the economics and funding of public transport. A specific discussion was held on the financial challenges to the CA faced by uncertainties in the bus sector.

2.6.2 The Committee reviewed progress with the Rail Strategy in the light of the Government Integrated Rail Plan. It was also updated on the process to establish a Bus Enhanced Partnership which was subsequently approved by the Combined Authority on 17 March

2.6.3 A review of the terms of reference, membership and roles of Transport Committee was discussed by Transport Committee ahead of the decision to proceed with new arrangements for which was made by the Combined Authority on 17 March

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

3.1 There are no climate emergency implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

## **4. Inclusive Growth Implications**

4.1 There are no inclusive growth implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

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

- 5.1 There are no equality and diversity implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

## **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

## **7. Legal Implications**

- 7.1 There are no legal implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

## **8. Staffing Implications**

- 8.1 There are no staffing implications directly arising from this report. Any implications from reports will have been addressed at the respective meeting of that Thematic Committee.

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That the LEP Board notes the updates from the Thematic Committees.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

There are no appendices to this report.



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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

**Subject:** **Fair Work Charter**

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**Director:** Alan Reiss, Director Strategy, Communication and Policing

**Author:** James Flanagan, Head of Public Service Reform

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

- 1.1 To provide the LEP Board with an update on the development of the Mayor's proposed Fair Work Charter and to seek its support in maximising the awareness and engagement of the region's employers with the currently live public consultation.

## **2. Information**

- 2.1 A key shared regional ambition is to ensure a fair and just recovery. This includes the development of a Fair Work Charter that enables collaboration with the region's employers to help ensure West Yorkshire's workers receive the fairest possible pay and working conditions, as well as promoting greater employee wellbeing, workforce diversity, social mobility, and accelerates Inclusive Growth
- 2.2 The following is a summary of progress made is developing the Charter:
- Gainshare funding of £600k over three years has been approved by the Combined Authority to enable the development of the Charter and begin its delivery.
  - An expert Steering Group has been established by the Mayor in Autumn 2021. Chaired by the LEP Board's Diversity Champion, Kate Hainsworth, it includes a range of stakeholders representing employer, worker, inclusion, and ethics/faith perspectives.
  - The Steering Group has met twice, and via a series of thematic workshops and bilateral discussions with a view to co-designing the Charter on behalf of the Mayor.
  - Work is ongoing by the Steering Group and secretariat on securing alignment and added value with the work of others, including through:
    - Regular contact with Greater Manchester, Liverpool City Region, South Yorkshire, and others in terms of ensuring a joined-up pan Northern approach, as far as possible.

- Local area involvement, with Economic Development Officers, Heads of Human Resources, and Directors of Public Health represented on the Steering Group, and with Chief Executives, Political Leaders, and the LEP Chair briefed on progress.
- A public consultation was launched on 11<sup>th</sup> March on the Combined Authority's Your Voice web site ( <https://www.yourvoice.westyorks-ca.gov.uk/fwc> ), which is scheduled to run until Easter 2022. The aim of the consultation is to seek views from as many perspectives as possible, including stakeholders, employers, employees, and wider communities. The findings of the consultation process will be used to help shape the content of the Charter so that it is as relevant as possible to all types of employer including in terms of location, size and sector, and beneficial to as many of the region's one million employees as possible.
- A slide pack, which accompanies the consultation and is included at Appendix 1, outlines the development of the proposed Charter, including its rationale in terms of:
  - challenges to be addressed including socio economic inequalities such as the variance in the economic activity rates between different groups and communities within the region, and
  - the significant opportunities to be seized by employers from the closing of these identified gaps such as the productivity and reputational benefits from a more diverse, healthy, fairly paid, and highly skilled workforce.
- The associated Summary Communications Plan for the consultation is included at Appendix 2. As part of the consultation and engagement process, a dedicated Workshop for Private Sector Committee members has been arranged.

2.3 Following the proposed close of the consultation in April, the following next steps are envisaged:

- Consultation response analysis and reporting: May
- Begin Charter delivery team recruitment: May
- Draft Charter finalised by Steering Group, Political Leaders and LEP Board: June
- Launch of Charter: Summer 2022

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

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

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

4.1 Despite our region's scale and strengths, there is an opportunity for more of its employees to enjoy 'Fair Work' in the sense of creating a thriving economy where everyone can fully participate and benefit, and all our diverse communities can benefit from growth.

4.2 The development of a Fair Work Charter is driven by the Mayor's ambition to deliver a fair and just economic recovery, and it is therefore central to ensuring Inclusive Growth

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

- 5.1 The public consultation outlined in this report will be based on inclusive engagement principles, as set out in Appendix A.

## **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 proposals for a Fair Work Charter referred to in this report have been developed in consultation with a range of external partners on the Steering Group referred to in Section 2.2

## **10. Recommendations**

- 10.1 That the LEP Board notes the update on the development of the Fair Work Charter, including the launch of the public consultation process, as set out at 2.2.
- 10.2 That the LEP Board discusses the opportunities to maximise the awareness and engagement of the region's employers with the consultation.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

- 12.1 Appendix 1 – Fair Work Charter Slide pack
- 12.2 Appendix 2 - Summary Consultation and Communications Plan

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# A Fair Work Charter for West Yorkshire

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Public Consultation  
Spring 2022

# An introduction by West Yorkshire Mayor Tracy Brabin

During the course of the pandemic, our business, public servants, and civil society – with its army of inspiring volunteers – have pulled together magnificently to deliver essential services to our most vulnerable communities and residents.

While many of the health challenges and uncertainties caused by the pandemic remain with us, once again with thanks to our creative, dynamic and resilient businesses, the region's economy is making a much faster recovery than many had predicted.

The world has never been changed in so many ways, including the world of work.

So we can't simply return to 'business as usual' before the pandemic, too many people in our communities experience poverty, of which one cause is a lack of good, well paid job opportunities. I am deeply committed to ensuring that the economic recovery is, above all, fair and just. Everyone in West Yorkshire must be given the chance to contribute towards region's growth and to share in its success.

That's why **N** last summer in Bradford, I announced my ambition to develop a Fair Work Charter. This will require a clear public commitment to be made by the region's employers to do as much as they practically can to provide Fair Work for all the people and communities of West Yorkshire.

I got started straight away by setting up a Steering Group of regional business, public sector, trade union and civil society leaders and experts. Their task is to help me create a meaningful Charter, relevant to employers of all shapes and sizes – from our smallest micro businesses employing a handful of staff to the largest corporate organisation employing hundreds, or even thousands of workers.

Now I want to hear your views on how this ambition can be achieved. Through this public consultation, I am determined to hear from as many of the region's 54,000 employers, 1 million workers, and our communities and stakeholders, as possible.

This is your opportunity, not just to help shape the terms of a Charter, but to be in at the start of a new movement to ensure that all work provided in our great region is Fair Work.



# The West Yorkshire Region

West Yorkshire is a region of networked cities and towns, with strong local identities. It covers the local authority districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield.

The region benefits from a highly diverse population with many ethnicities, age groups, backgrounds and lifestyles represented. Our population is projected to grow by 8% to more than 2.5 million people by 2043.

Our economy is powered by around 95,000 businesses and organisations, operating across all sectors. West Yorkshire is:

- The UK's Leading Regional Hub for banking, legal and professional services

- An international leader in digital technology, healthcare innovation, advanced manufacturing, and engineering

Also, West Yorkshire has a Civil Society sector made up of 5,200 registered independent, self-directed organisations employing the full-time equivalent of nearly 30,000 people and 121,000 regular volunteers



# Employment in West Yorkshire

There are over 95,000\* registered businesses in West Yorkshire, of which 54,000 are estimated to be employers.

94% of employers are defined as micro and small in terms of workforce size (between 1 and 49 employees), and collectively they employ around a third of total employees

Medium-sized employers (with 50 – 249 employees) account for 16% of employees, and 6% of employers

Nearly half of employees are employed in the largest organisations (with over 250 employees), but they represent just 1% of employers

Employer size bands	Numbers of employers	Total number of employees
No employees	41,200	-
Micro and small (1 – 49 employees)	50,900	342,000
Medium (50 –249 employees)	3,000	150,000
Large (250+ employees)	400	461,000
<b>TOTALS:</b>	<b>95,500</b>	<b>954,000</b>

*\*Note: Registered businesses (local units) only.*

*Numbers may not appear to sum correctly due to rounding.*

*Source: Estimates based on Inter Departmental Business Register*



# The challenges

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West Yorkshire has many outstanding strengths and assets – from our thriving and creative industries to our diverse third sector. However, the reality is that our region is not as productive as it should be and **Fair Work** is not yet accessible for all.

These are some of the reasons why:

- Too many people are working in poor quality jobs
- Too many people are not paid enough to make ends meet
- There are big pay gaps between groups of workers
- Too many people are suffering from poor mental health
- Too many working age people are not in work

Mayor Tracy Brabin is committed to the challenge of building an economy in which all our diverse communities and groups and employers can contribute towards – and benefit from – exceptional growth.

# The opportunity

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Despite the challenges, there is some encouraging evidence that making work fairer for everyone will also boost productivity, and business success.

We know that:

- **Increasing worker pay at the lower end of the labour market – and narrowing pay gaps – can help increase productivity**
- **Addressing poor physical and mental health in our working population can also help (ill health accounts for some 30% of the north / south productivity gap)**
- **Actively increasing workplace diversity can further improve productivity**
- **Helping to reduce the number of working aged people developing long-term health conditions can decrease rates of economic inactivity**
- **Fair employment practices are highly influential in decisions made by employees, job seekers, consumers, funders, investors, and commissioners**

# Public Consultation

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By signing up to the Fair Work Charter for West Yorkshire our region's employers will be making a clear commitment to a range of good employment practices that actively tackle the significant disparities which are standing in the way of 'levelling-up' our region. And in doing so Mayor Tracy Brabin can give those leading and aspiring employers the public recognition, and support and encouragement they deserve for their effort in providing Fair Work.

To make all this possible **we are very keen to hear the views of business from all sectors, and all size bands, and from all our communities and groups, including those voices that are seldom heard.** By responding to this consultation and bringing together all those different views we can make sure that the Charter is:

- Designed to be ambitious in terms of clearly setting out the Mayor's expectations for Fair Work
- Practically achievable by all our region's employers and of tangible benefit to them, not just those in specific sectors / large employers
- Of clear benefit and value to all, including our most disadvantaged communities and groups.

# Charter development

The Mayor has brought together a **Steering Group** of leaders and experts from across the public, private and third sectors to lead on the development of the Charter and who are supporting this consultation.

These representatives cover a broad range of interests including employees, employers of all sizes from micro to bid corporate enterprises, and specific interest groups including public health, faith and ethics, Equality, Diversity and Inclusion (ED&I), and best employment practices

They have identified 5 key aspects of what an employer needs to offer in terms of Fair Work:

- <sup>2</sup> Opportunity
- Security
- Wellbeing
- Employee Voice
- Fulfilment

Now we want to know what do these aspects mean in practice? How can they deliver tangible benefits?  
Do they work different in different types or sizes of organisation?

# Key aspects of Fair Work

Opportunity	Inclusive pathways into employment and career progression	Inclusive recruitment practices		Flexible working arrangements – wherever, whenever, and however possible		
Security	Fair pay	Fair working conditions	Guaranteed hours		Safe working environments, free from violence, bullying, discrimination, harassment and victimisation	
Wellbeing	Workplaces that foster good physical and mental health			Support for wider aspects of wellbeing, including personal financial health		
Employee Voice	Inclusive consultation and engagement with staff at all levels	Opportunities for all employees to contribute to decision making		Where requested by employees, recognition and support for Trade Unions		Recognition of staff representative forums / networks
Fulfilment	Learning and development opportunities for everyone		Regular and meaningful performance management			Opportunities to support Civil Society

# portunity – what it means and could look like

Inclusive pathways into employment and career progression	Inclusive recruitment practices	Flexible working arrangements – where, whenever, and however possible
<p>Opening our <b>recruitment channels</b> to reach under-represented groups e.g., via school and community outreach programmes, such as the <a href="#">Schools Partnership Team</a></p>	<p><b>Anonymised recruitment</b> procedures</p>	<p>Providing <b>flexible employment</b> wherever possible, including:</p>
<p>Supporting inclusive <b>pathways</b> into employment through creating <b>apprenticeships, paid work experience</b> opportunities</p>	<p><a href="#">Positive Action</a> in making appointments which is taken to address under-representation in the workforce</p>	<ul style="list-style-type: none"> <li>Where people work – e.g., agile working, working from home, hybrid working</li> </ul>
<p>Building a diverse <b>talent 'pipeline'</b> into leadership positions e.g., through mentoring, coaching, and skills training and development</p>	<p><b>Actively supporting inclusive campaigns and standards</b> e.g., <a href="#">Disability Confident</a> scheme accreditation (or equivalent); supporting the <a href="#">Ban the Box</a> campaign (removing criminal record tick boxes from application forms); signing the <a href="#">Armed Forces Covenant</a></p>	<ul style="list-style-type: none"> <li>When people work – e.g., flexible start/finish times, compressed hours, adopting relevant schemes such as the <a href="#">Carer's Passport</a> scheme</li> </ul>
<p>Actively supporting relevant <b>campaigns</b>, such as <a href="#">Change the Race Ratio</a> and seeking <a href="#">support</a></p>		<ul style="list-style-type: none"> <li>How much people work – e.g., part-time, job share, unpaid leave</li> </ul>

# Security – what it means and could look like

Fair Pay	Fair working conditions	Guaranteed hours	Safe working environments from violence, bullying, discrimination, harassment, victimisation
<p>all employees at least the <a href="#">Real Living Wage</a></p> <p>in place for paying apprentices the Real Living Wage</p> <p>sound commitment to pay contracted staff at least the Real Living Wage</p> <p>employers (employing over 250) who are required by law to report on <b>gender and pay gaps</b> would similarly identify – where appropriate - address ethnicity and pay gaps by:</p> <p>publishing if there are such pay gaps</p> <p>with an annual report on any pay gaps, setting in place pathways/action plans for identified gaps</p> <p>pay for all staff from day 1 at 100% of their pay, for as long as possible</p>	<p><b>Minimise the number of non-standard employment contracts</b> unless specifically requested by workforce/applicants e.g.:</p> <ul style="list-style-type: none"> <li>- temporary / agency where there is an opportunity to make roles permanent</li> <li>- zero-hours and self-employed contracts</li> <li>- payment of staff by the minute/task</li> </ul> <p>A timebound plan for driving <b>wider adoption</b> of standard employment contracts through procurement/purchasing</p>	<p>A <b>guaranteed minimum number of hours</b> of at least 16 hours per week, including those who are paid hourly</p> <p>Where an employer is offering hours to an hourly-paid worker, they give four-weeks' <b>notice</b> of the times that they will work (to aid household planning) and commit to pay people for those hours in the event of cancellation. This does not preclude an employer offering staff hours in addition to their contracted hours with less than four-weeks' notice.</p>	<p>Have accessible, trusted and responsive ways of dealing with employee grievances and disciplinary issues</p> <p>Support initiatives and campaigns to educate, celebrate and inform, such as the West Yorkshire Health and Care Partnership's <a href="#">Root Out Racism</a> campaign</p>

# Wellbeing – what it means and could look like

Workplaces that foster good physical and mental health	Support for wider aspects of wellbeing, including personal financial health
<p>Occupational health which prevents and improves physical and mental health, e.g.:</p> <ul style="list-style-type: none"> <li>Providing workers with access to relevant support services, such as an Employee Assistance Programme</li> <li>Providing staff training to increase awareness of how to improve physical and mental health, and reduce any stigma</li> <li>Supporting practical initiatives, such as putting in place Mental Health First Aiders</li> </ul>	<p>Providing resource and support to help with money management and future planning, such as by working with the <a href="#">Money and Pensions Service</a></p> <p>Promoting and signposting employees to local support services e.g., Credit Unions and Citizens Advice &amp; Law Centres and a wealth of voluntary / community organisations providing support</p>
<p>Creating active / less sedentary workplaces e.g.:</p> <ul style="list-style-type: none"> <li>Provide travel planning advice to promote more active commuting, such as using public transport, walking and cycling</li> <li>Encourage workers, offering online exercises classes</li> <li>Encouraging physically active meetings where possible, either standing or walking</li> </ul>	<p>Provision of other financial benefits e.g., personal loans, cycle to work schemes, specialist financial planning advice, season ticket / travel card loans etc.</p>



# Employee Voice – what it means and could look like

Extensive consultation and engagement with staff at all levels	Opportunities for all employees to contribute to decision making	Where requested by employees, recognition and support for Trade Unions
<p>Managers consult, engage, and communicate with employees on key proposed changes, such as workload, shift patterns and times, anti-racist working times, and pay premiums</p>	<p>Demonstrating how employee voice has been heard in decision making e.g., representation on committees/boards e.g., Trade Union, Staff network representation etc.</p>	<p>Awareness of opportunity for Trade Union representation, membership and awareness raised for new staff (e.g., as part of induction programme)</p>
<p>Clear mechanisms of follow up and response 'you said, we did' and 'if not, why not'</p>	<p>Staff Surveys e.g., 'Pulse' checks on key issues</p>	<p>Collective bargaining on pay and conditions recognised</p>
	<p>A commitment to list and consider perspectives e.g., sex, LGBTQ+, race, faith/belief, disability, unpaid carers, young people etc.</p>	<p>Appropriate and adequate time off and facilities for duties, training and activities</p>

# filment – what it means and could look like

Structure approach to the learning and development opportunities for everyone	Regular and meaningful performance management	Opportunities to support Civil Society
<p>the provision of continuous learning and development opportunities</p> <p>and deliver training and development</p> <p>usion e.g., Equality, Diversity &amp;</p> <p>n (ED&amp;I), ESOL Learning, digital literacy,</p> <p>usive leadership and</p> <p>ement development (e.g., through <a href="#">reverse-</a></p> <p><a href="#">ng</a>)</p> <p>g opportunities for all managers</p> <p>supervisors in <b>people</b></p> <p><b>ement</b> including leadership development and</p> <p>management</p>	<p>Employees engaged in regular (at least twice per year) <b>1:1 conversations</b> with their managers / supervisors, to ensure that:</p> <ul style="list-style-type: none"> <li>- staff feel they belong, invested in, and developed</li> <li>- there is an opportunity for wider conversations e.g., around mental health, and their distinctive needs</li> </ul>	<p>Consider requests from employees which promote <b>Civil Society</b> e.g.,:</p> <ul style="list-style-type: none"> <li>- working time flexibilities accommodate prayer time and re holidays</li> <li>- enable volunteering e.g., volunteering leave and promote based <a href="#">Employer Supported Volunteering</a> (ESV) to all people your workforce, including via local initiatives such as <a href="#">Raising the Bar</a></li> </ul> <p>Provision of other in-kind support to specific third sector organisations e.g., the free or low-cost use of facilities and services, pro bono advice and technical expertise such as occupational health, and the provision of free goods such as surplus consumables</p> <p>Plan for increasing support for <a href="#">Social Enterprise</a> e.g., % of and services spend</p>

# Public Consultation

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You can participate in the public consultation by any of the following:

• Online [yourvoice.westyorks-ca.gov.uk/FWC](https://yourvoice.westyorks-ca.gov.uk/FWC) our dedicated website where you can:

- Complete our survey
- Ask a question using the Q&A function – and see existing answers in our FAQs

Email: [yourvoice@westyorks-ca.gov.uk](mailto:yourvoice@westyorks-ca.gov.uk)

Telephone: 0113 245 7676 (Metroline)

In writing to: Freepost CONSULTATION TEAM (WYCA) *no stamp required*

If you are a member of a group and would like the opportunity to discuss the Fair Work Charter at a meeting or workshop, please let us know by email: [yourvoice@westyorks-ca.gov.uk](mailto:yourvoice@westyorks-ca.gov.uk) and we will get in contact to see how we can support.

We are providing these materials in different formats to support the accessibility of our consultation. Please get in contact by email: [yourvoice@westyorks-ca.gov.uk](mailto:yourvoice@westyorks-ca.gov.uk) if you require copies in different formats.

# Have your say:

[yourvoice.westyorks-ca.gov.uk/FWC](https://yourvoice.westyorks-ca.gov.uk/FWC)

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Thank you

## Appendix 2

### Item 8 – Fair Work Charter

#### Summary Consultation & Communications Plan

##### Objectives

To obtain views on the development of a Fair Work Charter for West Yorkshire. To ensure that people are:

- Aware that the consultation is taking place
- Feel able to contribute to the process
- Are satisfied that their questions, feedback, and concerns are considered and where appropriate feed into the ongoing design and delivery of the Charter
- Aware of the benefits / disbenefits of having a Fair Work Charter will mean for them as employers / employees / stakeholder representatives

##### Audience

Stakeholder mapping and consultation and communications reach is in ongoing development. The Mayor's expert steering group provide excellent channels into key audiences, and have provided affirmative and assured support to the consultation. As representatives they cover a broad range of interests including employees, employers of all sizes from micro to big corporate enterprises, and specific interest groups including public health, faith and ethics, Equality, Diversity and Inclusion (ED&I), and best employment practices.

Everyone will be able to have their say, including:

- The public – those who live, work, study, visit or have an interest in West Yorkshire
- Employers – micro to large corporations
- Representatives of partner organisations
- Local elected members and MPs
- Businesses and stakeholders
- Educational institutions
- Voluntary and community sector – representative groups
- Combined Authority and partner council staff

A dedicated workshop is being organised for all Private Sector Committee Members of the Combined Authority to attend as a part of the consultation and engagement process.

##### Strategy and Implementation

The consultation will be predominantly carried out digitally, using an online survey hosted on the Combined Authority's Your Voice consultation website:

[www.yourvoice.westyorks-ca.gov.uk/FWC](http://www.yourvoice.westyorks-ca.gov.uk/FWC)

##### Communications

To promote as wide as possible a key mayoral pledge, we will include:

- Video from the Mayor
- #TellTracy ... about Fair Work on social media

- Your Voice page
- Press release <https://www.westyorks-ca.gov.uk/all-news-and-blogs/employers-and-employees-asked-to-help-develop-west-yorkshire-s-fair-work-charter/>

### **Inclusive engagement**

To improve our engagement with seldom heard groups we will be informed by the Combined Authority's [Inclusive Engagement Report](#) [internal link]. We will seek provide the consultation materials in accessible format:

- Easy read
- Large print / Word format for screen readers
- Materials in other languages (punjab, urdu and polish – the three top languages spoken after English in West Yorkshire) – to be provided by request
- Other formats – to be provided by request

We will work with the Steering Group Members, and our stakeholders to support in-person events to maximise reach and interest in the Fair Work Charter. Including attendance at meetings, supporting materials (e.g., powerpoint), and other opportunities for pop-up events at community centres / places of interest in each of the districts, and also, online 'town halls'.

### **Other feedback mechanisms**

Online: [www.yourvoice.westyorks-ca.gov.uk/FWC](http://www.yourvoice.westyorks-ca.gov.uk/FWC) a dedicated website which has:

- Online survey  
([https://wh.snapsurveys.com/SURVEY\\_PREVIEW.asp?k=164699513725](https://wh.snapsurveys.com/SURVEY_PREVIEW.asp?k=164699513725) < preview link – this will not collect data, but can be used to navigate the survey)
- Q&A function for questions and includes existing answers in preprepared FAQs

Email: [yourvoice@westyorks-ca.gov.uk](mailto:yourvoice@westyorks-ca.gov.uk)

Telephone: 0113 245 7676 (Metroline)

In writing to: Freepost CONSULTATION TEAM (WYCA) *no stamp required*

### **Promotion**

The promotional strategy will be to ensure maximum visibility of the consultation to the widest possible audience, using a mix of channels including social media (paid and organic), PR, local media advertising, direct emails, and use of partner networks. Responses will be monitored at least weekly, and targeted promotion focusing on groups whose feedback is notably underrepresented will follow if required. There will be three key focal points for activity: launch, mid-point and final week.

A toolkit providing template content and assets has been produced so that others, including steering group members, and partners, to promote and deliver engagement on the Fair Work Charter.

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

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

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

**Author:** Liadan Buggy, Policy Officer

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

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

## **2. Information**

### **Levelling Up White Paper**

- 2.1. On 2 February 2022, Michael Gove, the Secretary of State for the Department of Levelling Up, Housing, and Communities, unveiled their flagship Levelling Up White Paper 'setting out a plan to transform the UK by spreading opportunity and prosperity to all parts of it'.
- 2.2. In summary, the White Paper does not give a definitive definition of 'Levelling Up' rather a narrative of productivity potential, and a mission to improve standards of living where areas have been lagging behind. Government sees levelling up as a commitment to address long-term challenges. At the centre of the White Paper are 12 'Missions' (appendix 1) to be achieved by 2030. The paper claims quantifiable metrics will underpin policy objectives to achieve levelling up, and therefore will be possible to track and monitor by local places. They will be given status in law in a Levelling Up and Regeneration Bill.
- 2.3. The White Paper announcement fell short of additional or forthcoming funding beyond what was already announced at the Spending Review in the Autumn 2021. The ambition of a mission-led approach with medium-term targets and objectives to 2030 is welcome, and there is commonality between the objectives it sets and the challenges in West Yorkshire.
- 2.4. The evidencing metrics are being investigated and reviewed by the Combined Authority's Research and Intelligence function, considering which indicators already feature in our State of the Region approach, and which additional supplementary indicators will be reported. There are a few points of note:

- Many of the indicators are already contained within the existing State of the Region indicator bank
- Some indicators do not directly align with the CA's core priorities (although they reflect general socio-economic performance) e.g. health
- A number of the indicators cannot currently be measured at a West Yorkshire level, e.g., R&D, although there is an intention on the part of government to make more data available in the future
- Others can be measured at a sub-regional level, but the robustness of the data is currently poor, e.g., well-being indicators.

2.5 Any further updates following the government's Spring Statement on 23<sup>rd</sup> March will be provided verbally at the meeting.

### **Key messages**

- 2.6 **Systems reform:** Government will reshape decision making as part of a new system of governance to deliver the long-term objectives. This includes detail of how further devolution will contribute to the core principles of Levelling Up, and the future role of LEPs, in summary:
- A new **Devolution Framework** for England to ***deepen devolution in a tiered approach that is clear and consistent***
  - The proposed direction of travel for devolution deals across England seem set to follow and build on the model we have in West Yorkshire
  - There may be 'scope to negotiated further powers', however, the devolution Framework table of powers provided in the White Paper does not offer much additionality to the powers currently held.
  - The **strong private sector voice provided by LEPs will continue to play a crucial role in levelling up**, supporting local businesses and the local economy (the Combined Authority's committee restructure has already taken steps to further integrate the private sector voice in the MCA)
  - Programme funding will be removed from the LEP, with the intention that LEPs are integrated into the MCA.
- 2.6. More information on what is proposed on the future of the LEP in light of this LUWP is reported at **Item 8** on this agenda.
- 2.7. **Funding:** The White Paper makes the case that in order to secure better outcomes in places **government policy and associated funding needs to be better coordinated and the current fragmentation removed**, and a further review of formula-based spending to ensure funding is targeted where most needed. This is welcomed, however there is little detail regarding how this will be done and there are already examples of where flexibility has not been given such as on the Brownfield Housing funding. It remains to be expected that there will continue to be some aspect of competitive bidding to some funding pots for MCAs, subject to a wider review which the Combined Authority will continue to feed into.



2.8. We continue to await the UKSPF allocation methodology and will update the LEP Board once this is known. It is proposed that the majority of UKSPF will be delivered and devolved to MCAs and will focus principally on 'Building Pride in Place,' under three broad pillars: Communities and Place; People and Skills; Supporting local businesses. However, not every part of England will receive as much UKSPF as European Structural and Investment Funds (ESIF).

2.9. **The Policy Programme** sets out four objectives against which the 12 missions will deliver:

- Boost productivity, pay, jobs and living standards by growing the private sector
  - Focus areas: Living Standards, Research and Development, Transport Infrastructure and Digital Connectivity
- Spread opportunities and improve public services, especially in those places where they are
  - Focus areas: Education, Skills, Health, and Well-being
- Restore a sense of community, local pride, and belonging, especially in those places where they have been lost
  - Focus areas: Pride in Place, Housing and Crime
- Empower local leaders and communities, especially in those places lacking local agency
  - Focus areas: Local Leadership

2.10. Opportunities for West Yorkshire supported by the role of the LEP include:

2.11. Innovation:

- Although it is disappointing that WY has not been included as an Innovation Accelerator, involvement and conversations are being pursued to better understand roles and the important detail. This will build on the LCR Innovation Deal, and is likely that the opportunity for West Yorkshire is to be next in line as an area for an Innovation Accelerator.

2.12. Skills:

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

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

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

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

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

- 4.6. The Levelling Up agenda should be consistent with our inclusive growth ambitions, but the amount of investment committed to through the White Paper falls short of what is required.

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

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

### **6. Financial Implications**

- 6.6. There are no financial implications directly arising from this report.

### **7. Legal Implications**

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

### **8. Staffing Implications**

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

### **9. External Consultees**

- 9.6. No external consultations have been undertaken.

### **10. Recommendations**

- 10.6. That the LEP Board note the content of the paper and the opportunities for West Yorkshire including the opportunity for West Yorkshire to be next in line as an area for an Innovation Accelerator as detailed in paragraph

### **11. Background Documents**

There are no background documents referenced in this report.

### **12. Appendices**

Appendix 1 – 12 Missions

## Appendix 1: Twelve Missions

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

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

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

**Subject:** **LEP Next Steps**

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**Director:** Ben Still, Managing Director

**Author:** Emma Longbottom, Head of Policy and Strategy Coordination

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

- 1.1 To provide LEP Board members with an update on the current position regarding LEPs following the launch of the Levelling Up White Paper (LUWP) and propose next steps for arrangements for the LEP and the Combined Authority.

## **2. Information**

- 2.1 As detailed in agenda item 9, the publication of the LUWP provided clarity that for LEPs within Mayoral Combined Authority (MCA) areas, the LEPs would be integrated into the MCA. Further details are expected from Government over the coming weeks. Within MCAs it is expected there will be greater freedom for the MCA/LEP arrangement to be developed according to local need.
- 2.2 Any further updates following the government's Spring Statement on 23<sup>rd</sup> March will be provided verbally at the meeting.

### **Principles of working between the private and public sector**

- 2.3 West Yorkshire (and the wider Leeds City Region) has a strong history of joint working with the private sector. Since its formation in 2011, this has been embodied directly through the LEP (which had direct delivery responsibilities from central Government), and also with strong working relationships with business representative groups (the Chambers of Commerce, the CBI, FSB and IoD), sector representative groups (Made UK, etc), as well as a set of relationships with individual businesses and companies supported by LEP business growth funding or advice. Examples of the working relationship and successes this has enabled are provided at Appendix 1 to this paper.
- 2.4 Going forward it is important to build on this track record of success and the principles which underpin that success. It is considered that this means that

the MCA has meaningful input from the private sector, Voluntary and Community Sector, Higher Education and Further Education sectors into:

- Shaping overall economic and inclusive growth strategy, ensuring the policies can translate into meaningful action.
- The need for Equality, Diversity and Inclusion considerations to be at the heart of all of the work of the MCA/LEP.
- The MCA business support offer, and its promotion and delivery.
- Promoting and facilitating inward investment, trade missions and export work.
- Ensuring that skills and employment support is focused on local labour market needs.
- Ensuring that workers' rights and conditions are kept in frame.

2.5 It is therefore proposed that:

- Private sector vice-chairs with voting rights on MCA committees should be retained.
- Private sector members should remain as advisory members of MCA decision making committees.
- That strong links with the business representative groups should be retained and strengthened where possible, this is also the case for the VCS sector, FE/HE and Trade Unions.

The following sections deal with the practical implications of these principles.

### **Role of the LEP**

2.6 The current (June 2021) LEP constitution sets out:

- The Leeds City Region Enterprise Partnership ('LEP') is a non-statutory strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve the productivity of the Leeds City Region.
- It is an autonomous business led private-public local partnership, which brings together private and public sectors from across Leeds City Region, to provide strategic leadership.
- The Leeds City Region Enterprise Partnership Board ('LEP Board') is the decision-making forum of the LEP.

2.7 The constitution sets out the key roles of the LEP are to:

- Provide strategic leadership.
- Unlock the region's vast potential by enabling businesses to grow and develop.
- Stimulate growth that will create jobs and prosperity for everyone who lives, works and does business in the region.
- Develop strategy and policy aimed at meeting both the current and future needs of the region's economy.
- Deliver schemes that support businesses and accelerate growth.

2.8 In the light of the LUWP, which removes programme funding from the LEP, and wishes to see the LEP integrated into the MCA, it is proposed to

strengthen and simplify the relationship between the LEP and the MCA via the following:

- The LEP remains a non-statutory partnership body to drive inclusive growth and improve productivity, with public and private membership.
- It becomes the primary business advisory board to the Mayor and the MCA.
- It provides strategy and policy advice to the MCA to meet the current and future needs of the region's economy.
- It provides a conduit for business/private sector voice onto MCA decision making panels.
- It leads on an agreed set of business priorities, such as diversity in business and a focus on start-ups.
- Its members to have clearly defined portfolios for their work with the MCA, and LEP members are involved in economic decision making in the same way as present.

2.9 It is proposed that if these proposals are agreed, then more detailed work will be undertaken to:

- revise the LEP constitution.
- review options for more defined portfolios for LEP board members.
- consider formalising the role of the Business Communication Group as a Mayoral Business Representatives Forum which meets quarterly to support and inform the Mayor on key business issues and opportunities.
- Consider the name and brand of the LEP, in the context of a wider consideration of MCA 'family' branding.

### **LEP chair**

2.10 The LEP chair has played a hugely important ambassadorial and leadership role, regionally and nationally, in line with the autonomous nature of the LEP and the channelling of Government funding via LEPs. The role is based on a 3-day a week model, which is remunerated in line with the level of funding and influence the role has previously been responsible for. The LEP chair role is currently appointed by the LEP Board. The National Assurance Framework, which currently governs the work of LEPs dictates that the LEP chair must be from the private sector.

2.11 The LUWP places more emphasis on the role of the Mayor as the lead on economic growth within the MCA area. However, it also identifies the importance of a strong independent business voice as a LEP chair. It is therefore important that the LEP Board is seen as the lead independent advisor to the Mayor, leading on actions and activities as determined by the Mayor. In addition, the Devolution Order includes the provision that a representative of the LEP Board is a member of the Combined Authority. Currently this is the LEP Chair.

2.12 As a result of this it is expected that:

- The LEP Chair would be a Mayoral appointment, using an open and transparent process that has been the hallmark of LEP member

appointments to date. This would involve current members of the LEP and the MCA on the appointment panel.

- The time commitment of the LEP chair will be less than the current 3 days a week. The current expectation is that one day a week would suffice. This reflects the role of the Mayor, allows space for other LEP board members to do high profile work, and widens the scope of potential candidates.
- Remuneration is retained, which would be consistent with other Mayoral advisory roles. The level of remuneration would be assessed independently.
- Profile and publicity is still important, especially in national LEP and business forums, however that scope of this profile will be set by the Mayor.

- 2.13 The term of the current LEP chair ends at the LEP AGM in June 2022. To enable further guidance from government to be received and a robust recruitment process to be undertaken, it is proposed that in the interim the role of LEP Chair is left vacant. During this period the Deputy Chair or another private sector member of the board would be asked to undertake any key tasks until the new chair is appointed.

### **Next steps**

- 2.14 Once the proposals set out in this paper are agreed, more detailed work will be undertaken regarding the role of the LEP as detailed in para 2.9.
- 2.15 Further views and discussion will be undertaken at the LEP Board Awayday which follows this meeting.
- 2.16 Engagement with business is undertaken to emphasise the important nature of the public/private partnership in West Yorkshire. A number of events are currently being organised with the Mayor, including the UK's Real Estate Investment and Infrastructure Forum in May. Further planning and consideration will be given to wider engagement.

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

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

## **4. Inclusive Growth Implications**

- 4.1 There are no inclusive growth implications directly arising from this report. Though it should be noted that it is proposed that inclusive growth will remain a key priority for the LEP.

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

- 5.1 There are no equality and diversity implications directly arising from this report. Though it should be noted that it is proposed that equality and diversity will remain a key priority for the LEP.



## **6. Financial Implications**

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

## **7. Legal Implications**

- 7.1 There are no legal implications directly arising from this report. However the re-drafting of the LEP constitution will have legal implications, these will be noted at a future meeting.

## **8. Staffing Implications**

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

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That LEP Board members note the content of the paper and the proposed future arrangements for the LEP.
- 10.2 That members consider and agree the next steps set out in para 2.14-2.16.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Examples of the working relationship between the public and private sector in West Yorkshire

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## Appendix 1: Examples of the working relationship between the public and private sector in West Yorkshire

- Unlike many other LEP areas, in West Yorkshire the LEP and the MCA were integrated at an early point – with the MCA acting as accountable body for LEP funds, and the LEP Chair sitting on the MCA as a voting member.
- As a result, both the MCA and the LEP developed common economic plans, in particular the ‘Strategic Economic Plan’ and subsequent ‘Strategic Economic Framework’.
- The private sector members have been present on MCA decision making Committees, and this was enhanced with the new MCA committee structure adopted in June 2021, which has voting private sector members on all committees, and LEP members as vice chairs on the majority of committees.
- Private sector members have therefore been highly influential in shaping:
  - The criteria for business grants and then on individual grant decisions;
  - The strategy for skills and employment programmes;
  - Encouraging and facilitating inward investments, export events and trade visits;
  - Overarching economic, skills, innovation and growth strategy

Of particular note was the ‘COVID economic recovery taskforce’ – a task and finish board that ran 2019-21 and developed the regional economic response to the pandemic, and influenced the covid-specific programmes implemented by the MCA/LEP. This included both LEP members, and wider business representative groups, plus some key individual businesses, and increased voice from the VCS sector, FE/HE and Trade Unions.

All of the LEP/CA business facing activity has been undertaken under the brand of ‘The LEP’. This has served well during the period that the LEP was the conduit for both Government funding for business support and economic regeneration (under the 2014-19 ‘Growth Deal’), but is proving confusing for stakeholders now that the Mayor is in post, and Government is promoting local Government as the core conduit of Government funding.

Finally, it is important to note that the LEP in West Yorkshire/Leeds City Region is seen to be high performing and a national exemplar. It has passed every annual [LEP Annual Performance Review](#), achieved all of its spend and delivery (output) targets, including those around gender and diversity on the LEP Board itself. An independent assessment of the [Growth Deal](#) forecast that it will deliver exceptional economic returns with a Benefit Cost Ratio (BCR) of 12.1 : 1 when all other leveraged public and private investment is factored in, significantly out performing most central Government economic programmes.

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

**Subject:** **Economic Update**

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

**Author:** Tom Purvis, Economic and Transport Analysis Manager

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## 1. Purpose of this report

- 1.1 To provide an update on the latest economic and business intelligence for the Board, and to update the Board on the latest activity and intelligence around understanding the impact of COVID-19 and EU Exit.

## 2. Information

- 2.1 The **employment** situation in the region continues to improve. Between January and February 2022, there was a net increase in payrolled employees in West Yorkshire of 9,000 (+0.9%). Employment is now 31,000 (+3%) above pre-pandemic levels. Between January and February 2022, employment increased most in Bradford (+1.06%), followed by Leeds (+1.03%), Wakefield (+0.78%), Calderdale and Kirklees (+0.71%).
- 2.2 The **claimant count** for out of work benefits has increased for the first time since March 2021. The latest figures show an increase of 1,100 (+1.5%) out of work benefit claims across West Yorkshire between January and February 2022. Leeds experienced the largest increase in out of work benefit claims (+1.75%), followed by Bradford (+1.63%), Kirklees (+1.36%), Wakefield (+1.12%) and Calderdale (0.58%). Overall, out of work benefit claims are still 38% above pre-pandemic levels, which may be due to the increased cost of living and more people wanting to enter the labour force to help supplement household incomes.
- 2.3 The **in-work claimant count** has declined across West Yorkshire and all local authorities within it. Between December 2021 and January 2022, in-work benefit claims declined by 3,286 (-4%). Claims fell most in Kirklees (-4.6%), followed by Calderdale (-4.1%), Leeds (-3.8%), Wakefield (-3.2%) and Bradford (-3%). Compared with pre-pandemic levels, in-work claims have increased by 127% across West Yorkshire, so whilst it is good that more people are in work, a lot of those jobs are not paying enough to avoid claiming Universal Credit.

- 2.4 **Recruitment activity** continues to rebound following Omicron. The four-week moving average ending 12 March 2022, shows an increase of 298 job postings (+3%) across West Yorkshire. All West Yorkshire districts experienced a sharp decline in job postings in December 2021, but all have seen a recovery in January and February 2022. The industry which has recovered most is the Hospitality, Food and Tourism sector which was badly hit as a result of the Omicron variant.
- 2.5 **Median pay** across West Yorkshire increased from £1,819 to £1,915 (+5.3%) from January 2021 to January 2022. However, inflation over the same period was 5.5% so overall, it was a wage reduction in real terms. Workers in Wakefield experienced a 6.7% wage increase during this time, the largest of the local authorities. In Bradford, wages went up by 5.4%, in Leeds 5.3%, in Calderdale and Kirklees 4.6%.
- 2.6 Growth in **business bank account openings** remains but has been trending downwards. In December 2021, 745 new business bank accounts were opened in West Yorkshire, which is a 16% decrease compared to the previous month. Calderdale and Leeds experienced the sharpest fall in growth as openings declined by 26% and 23% respectively. In Wakefield, growth in new accounts declined by just 6% relative to the previous month. The sectors experiencing the sharpest decline in business bank accounts include Accommodation & Food Services (-25%) and Construction (-24%). With these figures being from December, the Accommodation & Food Sector decline can likely be explained by concerns around Omicron. The Construction decline may be due to increased input costs putting pressure on business plans.
- 2.7 The impact of the Russia-Ukraine War will take time to fully understand, particularly the humanitarian impacts but there are some indications as to what impact it may have on the economy:
- Inflation was forecast to hit 7% in April 2022 before trending towards the 2% target. New forecasts suggest inflation will hit at least 8% in April with a delay in returning to the 2% target.
  - Commodity prices are proving to be highly volatile, which could have an impact on business confidence, as well as the general cost of living. For example, natural gas futures were around 160p in mid-February, as of 16 March 2022, they are 270p, but were as high as 540p on the 7 March. Similar volatility can be seen in the markets for oil, wheat and nickel.
  - The increased price of food stuff commodities will be felt by the consumer as prices are passed on by businesses. The global wheat market is heavily reliant on Russia and Ukraine. Corn, barley and cooking oils will also face upward price pressures. As will general farming due to the importance of Belarus in the fertilizer market.
  - The price consumers pay at the pumps for petrol and diesel have increased significantly. According to the RAC, the average petrol price is 163.71 per litre and diesel is 173.68 per litre. These prices are important for both drivers of cars and public transport users as it will place upward pressure on costs.

2.8 For regular updates on the Covid situation and available economic data, the Research & Intelligence Team publish a regular monitor and dashboard, which can be found [here](#).

2.9 **What does this mean?** It is likely that the economy is heading through a very challenging patch with inflation being the main cause. Inflation in the UK has been relatively low since around 2012 and the recent, sharp increases in inflation look likely to push central banks towards increasing interest rates quicker than expected. **Businesses that are energy intensive, or are in the food industry, are likely to be impacted significantly from the rising input costs.** Whilst it is good that more people across West Yorkshire are in work, it is important that options are available to increase earnings or increase hours, so that the workforce isn't reliant on in-work benefit claims to support them. **The inflation is likely to hit these lowest earners the hardest as they typically spend a larger proportion of their income on energy and food, compared with higher earners.**

### 3. Tackling the Climate Emergency Implications

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

### 4. Inclusive Growth Implications

4.1 The number of people claiming out of work benefits in West Yorkshire remains very high relative to the pre-pandemic position, as is the share of the workforce claiming in-work benefits. These people on lower incomes will be disproportionately hit by the increase in the cost of living, so it is important that these people are able to find jobs that offer higher salaries or increased hours, or there are training opportunities available to increase potential future earnings.

4.2 Energy prices have increased dramatically throughout the pandemic, particularly natural gas. The Russia-Ukraine War has put increased pressure on energy prices, as well as food stuffs due to the importance of those countries in the wheat and fertiliser market. There is a risk that this could further exacerbate fuel poverty in West Yorkshire, which already sits at a higher rate than the national average (17% versus 13%).

### 5. Equality and Diversity Implications

5.1 National data shows that there has been an increase in the likelihood of over 50s becoming economically inactive throughout the pandemic. This reversed the trend of the previous decade. Reasons for becoming economically inactive were wide-ranging from retiring early to needing to take up additional caring responsibilities. There is a risk that this economic inactivity will remain putting additional pressure on the cost of living for this age group.

5.2 The number of part-time jobs fell significantly during the pandemic but numbers have been increasing since April to June 2021. Whilst numbers have

been increasing, they have not returned to pre-pandemic levels. Women are more likely than men to be in part-time work, so this sluggish recovery will disproportionately impact them.

**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 The Board are asked to note the latest intelligence around the economic impacts of COVID-19 and EU Exit and consider how this relates to their work and future work plans.

**11. Background Documents**

Covid-19 Economic & Transport Recovery Monitor

**12. Appendices**

None.



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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 31 March 2022

**Subject:** **Corporate Performance**

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

**Author(s):** Alice Rowland, Interim Corporate Planning and Performance Manager

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## 1. Purpose of this report

- 1.1 To provide LEP Board with an update on the 2022/23 Corporate Plan and directorate Business Plans.
- 1.2 To provide the LEP Board with an update on corporate performance and risk management.

## 2. Information

### Business Planning

- 2.1 2022/23 Business Plans have now been developed for the Combined Authority. These set out how services will deliver value for money and meet the key objectives of the Combined Authority and its partners and have been developed in consultation with Members on the Combined Authority and Finance, Resources and Corporate Committee.
- 2.2 The overall Corporate Plan on a Page and the Directorate Business Plans on a Page are included in **Appendix 1**. The Corporate Plan on a Page incorporates the Combined Authority's seven corporate objectives which have recently been updated following comprehensive consultation with staff and members (through Finance, Resources and Corporate Committee). The business plans will be complemented by an external facing Corporate Plan which is currently under development and will be published on the Combined Authority's website in due course.

### Corporate Performance

- 2.3 A snapshot of performance against the 2021/22 Key Performance Indicators is included at **Appendix 2**. 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 and will be reported quarterly to LEP Board thereafter.

#### Corporate Risk Update

- 2.4 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.5 A summary of the headline strategic risks is included at **Appendix 3** to this report. A review of the Combined Authority's risk management strategy and approach is underway and a further update will be brought to the LEP Board in due course.

### **3. Financial Implications**

- 3.1 None arising directly from this report.

### **4. Legal Implications**

- 4.1 None arising directly from this report.

### **5. Staffing Implications**

- 5.1 None arising directly from this report.

### **6. External Consultees**

- 6.1 None.

### **7. Recommendations**

- 7.1 The LEP Board is asked to note the Corporate Performance update provided.

### **8. Background Documents**

- 8.1 None.

### **9. Appendices**

Appendix 1 – Combined Authority Business Plans  
Appendix 2 – Corporate Performance Update  
Appendix 3 – Corporate Risk Update

WEST YORKSHIRE COMBINED AUTHORITY CORPORATE PLAN ON A PAGE 2022/23

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

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

## 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

## 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

## 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

## 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

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

## DIRECTORATE PURPOSE

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

## SERVICES

### CUSTOMER SERVICES

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

### ASSETS AND FACILITIES

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

### MOBILITY SERVICES

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

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

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

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

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

## OUTPUTS

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

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

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

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

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

### OUR TOOLS AND SUPPORT

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

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

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

### OUR KEY INTERFACES

Public transport operators.

Council highways & transport teams.

DfT and Urban Transport Group.

Local Resilience Forum.

Legal Services, Finance and Procurement support.

Transport Policy and Research & Intelligence.

Delivery Directorate for capital schemes on assets.

## HOW WE WILL IMPROVE OUR SERVICE

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

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## 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: (target: current position) <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>

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)	GREEN	On track with Start-Up West Yorkshire in delivery (Workstream 2), and support for high growth innovative entrepreneurs to commence in April 22.  Start-Up Managers in place in Calderdale and Kirklees, and in recruitment phase in Bradford, Leeds and Wakefield.	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.  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.  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).  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 & environmental challenges. The tender submissions are currently being assessed and delivery is expected to commence from April 22.
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	GREEN	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

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	
	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>150,500 sq ft delivered at Gain Lane, Bradford.</p> <p>177,500 sq feet delivered at Moor Park, Kirklees</p> <p><b>Total 328,000 sq feet delivered</b></p>	<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.	Aim to slow the rate of widening inequality / start closing the gaps	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.	A M B E R		<p>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 Women and Girls.</p> <p>The new CA decision making Committees will receive regular reports on the indicators in their area of responsibility, including relating to inclusive growth.</p> <p>Proposals underway for a WY Mayoral Inclusivity Champion to be appointed to provide regional leadership on ED&amp;I with a view to narrowing socio-economic and health inequalities.</p>
GR2	Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery.	<p>Engage with 180 schools to support positive destinations of young people, particularly the most disadvantaged.</p> <p>(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)</p>	Head of Employment & Skills	<p>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.</p> <p>Additional support provided to 92 most disadvantaged schools - additional support for pupil premium or disadvantaged young people via action plans.</p>	G R E E N	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.	<p>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.</p> <p>Reduce the cost of on-bus MCard tickets to the same level as pre-pay off-bus tickets.</p>	Head of Customer Services	<p>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</p> <p>At the end of March 22 we will secure high level demographic intelligence about the individuals</p>	A M B E R	Patronage c.75% of pre pandemic prior to end of academic year	<p>Fare Deal for Under 19s launched and MCard promotion under way</p> <p>January 2022: MCard Mobile app gifting functionality now introduced in 20 employer and education establishments, including the first Job Centre Plus (Leeds city centre)</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
				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 Mobility Services	Concession is aimed at older, less mobile members of community	AMBER	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		RED	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	<p>An additional 3,585 premises enabled for connection to Superfast Broadband.</p> <p>Contract 2 will deliver 544 premises in year.</p> <p>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).</p>	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.	AMBER	<p>(In year performance)</p> <p>Contract 2 - 848 premises in 12 months</p> <p>Contract 3 – 1809 premises</p>	<p>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.</p> <p>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.</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	
TR1	Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid through the 'back to bus' campaign	Not yet defined but patronage return is currently 65% when compared to 2019, operators are looking for patronage to return to 75-80% by March 2022	Head of Transport Policy	Stability in the bus network will help to ensure communities are better served.	<b>A M B E R</b>	An operator led campaign of back to bus was launched in June 2021	<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="#">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 <ul style="list-style-type: none"> <li>Improved service provision for those travelling in the early morning and evening - 5% increase</li> <li>Improved housing accessibility by bus via the core bus network -60%</li> <li>Improved employment accessibility by bus via the core bus network –70%</li> <li>Improved satisfaction with personal security while on the bus -90%</li> <li>Improved passenger satisfaction with value for money -75%</li> </ul>			
TR3	Answer travel enquiries and improve passenger information including on-street real time displays	Answer 1 million travel enquiries  Delivering 100 new Real Time Information screens  Re-introducing 3,000 stop specific roadside information displays	Head of Customer Services	All passenger information is available in several languages and in a range of accessible formats (including language-line, easy-read and large print). Braille and audio information are also available on request and Real time audio information will be available at 200 new bus stops on the core bus network by the end of March 2022.	AMBER	Usage around 60% of pre pandemic	BSSG funding to be issued direct to operators and uncertainty over network changes could impact on patronage return  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.	AMBER	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	<p>Transport 2021/22 spend achieved in accordance with agreed target of £80m (WY+TF)</p> <p>TCF 2021/22 spend achieved in accordance with agreed target of £65.8M spend</p>	Head of Transport Implementation / Head of TCF	<p>Transport projects encourage active travel and improve accessibility.</p> <p>WY+TF: 9km of improved infrastructure to allow access to active travel for accessible users</p> <p>LPTIP: 6 transport hubs delivered in low deprivation areas</p> <p>522 real time (audible) bus stops in Leeds to improve services for accessible users</p> <p>Stourton P&amp;R 77 buses per week day 2021/2022 to improve access from low deprivation areas to Leeds City Centre</p> <p>TCF programme working on stakeholder mapping to ensure inclusivity in consultation and engagement</p>	<b>GREEN</b>	<p>Transformational programme / projects that are being shaped through consultation and engagement, risks around land assembly, road space reassignment, timescales to deliver significant change.</p>	<p>WY+TF: completion 2035, however ED&amp;I outputs will be able to be achieved earlier when individual projects complete DP7 (project closure).</p> <ul style="list-style-type: none"> <li>9.7km of improved infrastructure completed.</li> </ul> <p>LPTIP: completion March 2022.</p> <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> <p><b>RAG – Green for above</b></p> <p>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.</p> <p><b>RAG – Amber on above</b></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
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							
3	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>			
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>G R E E N</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>G R E E N</b>	On track	<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>G R E E N</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>G R E E N</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>G R E E N</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.	G R E E N	On track	<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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### Corporate risk update March 2022

Risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
<b>Due to</b> significant rising inflation and energy costs <b>there is a risk that</b> costs increase significantly across Combined Authority programmes and projects.	<ul style="list-style-type: none"> <li>Value engineer and therefore aim to keep costs within project allocations.</li> <li>If this is insufficient the second mitigation is then to look at the project scope to see if elements can be reduced while still continuing to maximise the benefits the scheme will bring.</li> <li>The third mitigation is to assess if schemes with their current scope continue to be fit for purpose given changes to priorities in recent years. This could be considered as part of the funding programme annual reviews from 22/23.</li> </ul>	4 Likely	4 Serious	Very high	<b>NEW RISK</b>	Director, Delivery
<b>Due to</b> an internal failure of controls, protocols and systems or a malicious attack <b>there is a risk that</b> the CA falls victim to a cyber security breach	<ul style="list-style-type: none"> <li>Mandatory data protection and information governance training for staff</li> <li>Routine monitoring of suspicious e-mails and threat</li> <li>ICT security policy and Information Governance policies in place</li> <li>Cyber Essentials Plus Accreditation</li> <li>Implement Cyber treatment Plan as agreed with DLUHC plus project underway on digital security and information management</li> <li>Plans underway for more dedicated resource within ICT services on this issue</li> </ul>	3 Possible	5 Critical	Very high	↑	Director of Corporate & Commercial Services
<b>Due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits, <b>there is a risk that</b> key corporate objectives cannot be met	<ul style="list-style-type: none"> <li>Research and Intelligence continue to model potential impacts and long term scenarios</li> <li>Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>Business plans revised for 2022/23 and corporate objectives updated to reflect changing organisational and external environment.</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> the financial impacts of the COVID-19 pandemic, <b>there is a risk that</b> the medium to long term financial health of the Combined Authority will be adversely affected	<ul style="list-style-type: none"> <li>Financial scenario modelling undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group and Finance &amp; Resources Committee to oversee response</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> rising national energy costs, <b>there is a risk that</b> the Combined Authority's energy bills will rise significantly.	<ul style="list-style-type: none"> <li>Wellington House refurbishment has introduced measures to reduce energy costs and increase efficiency e.g. installation of solar panels</li> <li>Further work required to scope measures on other CA assets such as bus stations</li> </ul>	4 Likely	3 Moderate	High	<b>NEW RISK</b>	Director, Corporate and Commercial Services
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> the Combined Authority fails to directly deliver projects funded through fixed capital funding programmes, within the stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> <li>Ongoing work to widen the advertising reach for vacancies</li> <li>Annual review of WY+TF and TCF portfolio with district partners underway</li> </ul>	3 Possible	5 Critical	Very High	↑	Director of Delivery
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> our District partners fail to fully deliver projects funded through fixed capital funding programmes, within the	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Continuing to provide support to districts through secondment of projects/programme staff</li> </ul>	3 Possible	4 Serious	High	↔	Director of Delivery

Risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> </ul>					
<b>Due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales, <b>there is a risk that</b> there is insufficient floorspace to generate projected business rates income.	<ul style="list-style-type: none"> <li>Prudent level of income forecasting included within budget projections</li> <li>New Head of investment &amp; Development role to oversee EZ strategy</li> <li>Cross-directorate approach established to link into broader funding opportunities and to maximise Inward Investment reach.</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or CA facility, <b>there is a risk that</b> a major accident or injury occurs at a CA facility	<ul style="list-style-type: none"> <li>Health and safety policies, procedures and processes in place</li> <li>Ongoing staff training</li> <li>Continual monitoring of Health and Safety risks</li> <li>Working with district emergency planning units to share knowledge and develop joint plans</li> </ul>	2 Unlikely	5 Critical	High	↔	Director of Transport & Property Services
<b>Due to</b> the significant amount of change within the organisation and associated increasing workload pressures, <b>there is a risk that</b> staff wellbeing is adversely affected.	<ul style="list-style-type: none"> <li>Significant activity in place to promote wellbeing and signpost staff to support</li> <li>Specific support services in place including EAP and Mental Health First Aiders</li> <li>Capacity issues being identified and monitored through Senior Leadership Team and ODs being implemented where required</li> </ul>	3 Possible	4 Serious	High	↔	Managing Director
<b>Due to</b> the need to improve recruitment processes and reach, <b>there is a risk that</b> the CA is not able to fill vacant roles or attract a suitably diverse and skilled workforce, ultimately impacting on the ability to meet corporate objectives.	<ul style="list-style-type: none"> <li>HR Advisor to lead recruitment &amp; diversity activity in post</li> <li>Interim improvements to advertising of vacancies put in place</li> </ul>	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
<b>Due to</b> the business failure, sale, or substantial change in bus/rail providers, <b>there is a risk that</b> there is a substantial reduction or alternation of services to customers.	<ul style="list-style-type: none"> <li>Close relationships with operators to obtain early warnings</li> <li>Continued dialogue with DFT, TFN</li> <li>Work in progress on potential scenarios</li> </ul>	3 Possible	4 Serious	High	↔	Director of Transport & Property Services
<b>Due to</b> a major unanticipated change in national policy, or an unplanned response to a national emergency situation, <b>there is a risk that</b> organisational objectives cannot be achieved as anticipated and/or there is a need to divert resources	<ul style="list-style-type: none"> <li>Continued dialogue with Government</li> <li>Policy and Strategy directorate continuing to monitor emerging national trends</li> </ul>	2 Unlikely	5 Critical	High	↔	Managing Director
<b>Due to</b> uncertainty surrounding the availability and timing of future funding streams, <b>there is a risk that</b> some key economic support services will cease and the knowledge and expertise we have developed to deliver them will be lost.	<ul style="list-style-type: none"> <li>Continuing to liaise with Government on clarity over funding through UK Shared Prosperity Fund, Levelling-Up Fund</li> <li>Funding sources being considered through annual budget setting process</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> the role of the organisation broadening under the MCA model, <b>there is a risk that</b> the organisation's processes, systems and structures are insufficient to adequately support the organisation in achieving its objectives.	<ul style="list-style-type: none"> <li>MCA Change Programme now concluded which included significant projects to update systems and processes.</li> <li>MCA Digital programme in delivery to further improve ICT infrastructure and tools.</li> <li>Integrated Corporate Systems project in delivery to modernise the organisation's HR/Finance systems.</li> <li>Corporate objectives have been revised to reflect the organisation's broadened scope and directorate business plans have been designed around these to ensure delivery.</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> the increased breadth and volume of activities for the organisation under the MCA model, <b>there is a risk that</b> we fail to have in place sufficient capacity or	<ul style="list-style-type: none"> <li>Capacity and skills gaps identified through business planning process and partnership work and these are being addressed.</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services

Risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
skills to deliver on increasing priorities and responsibilities	<ul style="list-style-type: none"> <li>Organisational design processes underway across the organisation to ensure adequate capacity and structure of teams.</li> </ul>					
<b>Due to</b> different priorities and differential capacity, <b>there is a risk that</b> our relationships with key partners are not sufficiently strong to deliver on objectives.	<ul style="list-style-type: none"> <li>Continue work to strengthen key partnerships</li> <li>Member and Officer representation on formal and informal groups, Panels and Committees across every aspect of the organisation's work.</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Managing Director
<b>Due to</b> a legacy/outdated structure and resourcing in the Communications Team, <b>there is a risk that</b> perception management and effective communication of the CA and the LEP are compromised.	<ul style="list-style-type: none"> <li>One structural review took place in 2020 and a significant organisational restructure of the service is underway</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications & Policing
<b>Due to</b> the ambitious approach to tackling the climate emergency adopted by the CA in setting a target of becoming net zero carbon by 2038, <b>there is a risk that</b> the CA will not have the capacity and resources to achieve this ambition, or that some existing priorities may not be delivered due to a shift in focus towards reducing carbon emissions.	<ul style="list-style-type: none"> <li>A Clean Growth policy and action plan in place</li> <li>Clean Growth continue to be incorporated into core activities through the annual business planning cycle.</li> <li>Wellington House refurbishment plans include carbon cutting measures (solar panels, electric vehicle charging and low-energy lighting).</li> <li>The City Region's Energy Strategy and Delivery Plan also outline a range of partnership projects that will further support clean growth led by the CA.</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications and Policing
<b>Due to</b> staffing availability issues as a result of an increase in Covid-19 cases and/or self-isolation, <b>there is a risk that</b> frontline services and business as usual activities cannot be adequately provided.	<ul style="list-style-type: none"> <li>Staffing levels being monitored and individual circumstances being regularly reviewed</li> <li>Individual resilience plans in place for frontline services</li> <li>National guidance on testing and isolating changing which will also help mitigate this risk</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Director of Transport & Property Services
<b>Due to</b> the increased profile of the Combined Authority following the transition to the MCA Model, <b>there is a risk that</b> security arrangements in place for individuals and buildings is not sufficient.	<ul style="list-style-type: none"> <li>Security review undertaken for individuals and practical actions being implemented as a result of this</li> <li>Security review of buildings undertaken and practical measures being implemented</li> <li>Training and awareness raising for staff</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Managing Director

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

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Sir Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Tim Swift MBE	Calderdale Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Councillor Kim Groves	Leeds City Council
Ben Still	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Thomas Purvis	West Yorkshire Combined Authority
Dominic Martin	West Yorkshire Combined Authority

**73. Apologies for Absence**

Apologies were received from Cllr Lawson and Cllr Jeffery.

**74. Declarations of Disclosable Pecuniary Interests**

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

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

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

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

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

**77. Economic Recovery**

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

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

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

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

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

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

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

The Combined Authority considered a report on the proposed budget for

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

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

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

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

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

**Resolved:**

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



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

## **79. Funding Priorities**

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

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



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

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

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

**Resolved:** That the Combined Authority:

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

## **80. Transport Committee Review**

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

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

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

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

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

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

**Resolved:**

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

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

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

## **81. Healthtech Strategy**

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

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

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

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

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

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

**Resolved:** That the Combined Authority:

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

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

## **82. Mass Transit Resourcing**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Councillor Groves left the meeting during this item.

**Resolved:** The Combined Authority:

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

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

#### **85. Appointment of external auditors**

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

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

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

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

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

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

Councillor Groves returned to the meeting during this item.

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

#### **87. Minutes for information**

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

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