

## **FINANCE, RESOURCES, AND CORPORATE COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 3 MARCH 2022  
IN CITY EXCHANGE, 11 ALBION ST, LEEDS LS1 5ES**

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

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 1 DECEMBER**  
(Pages 1 - 4)
- 5. NOTES OF THE MEETING HELD ON 6 JANUARY**  
(Pages 5 - 10)
- 6. FINANCIAL REPORTING**  
(Pages 11 - 32)
- 7. CORPORATE PLANNING AND PERFORMANCE**  
(Pages 33 - 64)
- 8. INTEGRATED CORPORATE SYSTEMS**  
(Pages 65 - 68)

**Signed:**

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font, with a horizontal line extending to the right from the bottom of the 'M'.

**Managing Director  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
FINANCE, RESOURCES, AND CORPORATE COMMITTEE  
HELD ON WEDNESDAY, 1 DECEMBER 2021 IN COMMITTEE ROOM 1,  
CIVIC HALL LEEDS**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mark Roberts (Substitute)	LEP Board
Councillor James Lewis	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Shabir Pandor	Kirklees Council
Councillor Tim Swift MBE	Calderdale Council

**In attendance:**

Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Jonathan Stephen	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

**17. Apologies for absence**

Apologies for absence had been received from Councillor Denise Jeffery and Sir Roger Marsh.

**18. Declarations of Disclosable Pecuniary Interests**

There were no declarations of pecuniary interests at the meeting.

**19. Exempt Items - Possible Exclusions of the Press and Public**

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

**20. Minutes of the Meeting held on 3 November**

**Resolved:** That the minutes of the meeting held on 3 November be approved.

## **21. Financial Reporting**

The Committee considered a report which provided an update on capital budget monitoring for 2021/22 as at quarter 2 as well as draft capital estimates for 2022/23.

The capital spend as at October 2021 was attached at appendix 1 to the submitted report. Members noted that capital expenditure in quarter 2 represented around 38% of the revised forecast for the year.

The report provided a breakdown of the key issues and risks on Combined Authority programmes. Members noted the update and welcomed the flexibility across the programmes.

Members requested a workshop session to have a conversation around the Combined Authority's approach to borrowing, its spending priorities, and risk appetite.

**Resolved:** That the financial position be noted.

## **22. Budget 2022/23**

Members considered a report which set out the work underway on the budget for 2022/23 as well as work underway on the approach to the use of gainshare.

Members noted the ongoing work to produce a balanced budget for 2022/23 and that a report would be taken to the Combined Authority on 9 December. The difficulties around future bus funding were noted and it was anticipated that existing funding would not be sufficient. The outcome of the Bus Services Improvement Plan (BSIP) submitted by the Combined Authority was awaited from Government.

Members had the following questions and comments:

- That there was frustration around Government funding not matching the ambitions of the region, especially in terms of the aspirations set out in the Bus Services Improvement Plan.
- Members discussed the delay in publishing the LEP review and the expected shortfall from LEP Funding.
- Members requested that the reserve strategy and risks be brought to a future meeting to manage the high level of uncertainty around the 2022/23 budget.
- That the review of the assurance framework which aimed to simplify the route of projects through the appraisal process was welcome.

The Committee also considered the approach to the use of gainshare to deliver the Combined Authority's investment priorities.

Members had the following questions and comments:

- That it was good to see the focus on business productivity, but this needed to be twinned with an approach which ensured equal access to all communities and good engagement.
- That the climate change investment priority was essential and that the Combined Authority should do more to articulate the interventions being made.
- That the impacts on carbon, equality, diversity, and inclusion, and inclusive growth would be factored into all investment decisions taken by the Combined Authority.

**Resolved:** That the information on budget and gainshare be noted.

### **23. Corporate Planning and Performance**

Members considered a report that provided an update on the development of business plans for 2022/23 as well as the work underway to re-shape the overarching corporate priorities.

There had been substantial change to the organisation during 2021 which had led to different areas of focus and new priorities and subsequently, the current corporate priorities required amendment.

The committee welcomed the approach taken to the refresh of the corporate priorities and had the following questions and comments:

- Members discussed whether 'levelling up' should be more prominent in the draft corporate priorities.
- That the health and wellbeing strategic outcome could be re-worded or amended to make clear the Combined Authority's role in addressing the wider determinates of health in the region.
- That it was vital that the strategic outcomes were underpinned by good data, and it would be useful to see some headline aspirations included in the strategic outcomes.
- That improving productivity was a key part of the Combined Authority's work and could be more prominent in the draft corporate priorities.

The revised corporate priorities would be brought back to a future meeting of the committee with a focus on the economy added in and quantitative indicators across the priorities.

**Resolved:** That the report and the Committee's feedback be noted.

### **24. Equality, Diversity, and Inclusion**

Members considered a report which set out the work underway to embed

Equality, Diversity, and Inclusion (EDI) into the work of the Combined Authority.

A review has been undertaken of existing action plans around EDI which aimed to consolidate the work and create appropriate governance and reporting structures to track progress.

The Committee welcomed the work on EDI especially the use of equality impact assessments and the revised equality impact assessment toolkit.

**Resolved:** That the progress made to embed EDI through the work of the Combined Authority be noted.



**NOTES OF THE MEETING OF THE  
FINANCE, RESOURCES, AND CORPORATE COMMITTEE  
HELD ON THURSDAY, 6 JANUARY 2022 AT REMOTE MEETING - TO  
BE LIVESTREAMED HERE:  
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2  
ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE) (COPY AND PASTE THE LINK IN YOUR BROWSER)**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor James Lewis	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Mark Roberts (Substitute)	Beer Hawk Ltd
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Shabir Pandor	Kirklees Council

**In attendance:**

Ben Still	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

**25. Apologies for Absence**

Apologies were received from Councillor Jeffery and Sir Roger Marsh

**26. Declarations of Pecuniary Interests**

There were no declarations of pecuniary interests at the meeting

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

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

**28. Minutes of the Meeting held on 1 December**

**Resolved:** That the minutes be noted and approved at the next meeting.

**29. Capital Spending and Project Approvals**

The Committee considered a report which set out proposals for the

progression of, and funding for, several West Yorkshire Combined Authority supported projects, Members discussed the proposals for the progression of the following schemes which were detailed in the submitted report:

- Bus Franchising Assessment
- York Castle Gateway
- Armley Gyratory
- Harrogate Road and New Line

### **Bus Franchising Needs Assessment**

(i) That the Finance, Resource and Corporate Committee recommended to the Managing Director that:

- (a) The Bus Franchising Needs Assessment project proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
- (b) An indicative approval to the total project value of £7,000,000 is given with full approval to spend being granted once the scheme has progressed through the assurance process to Decision Point 5.
- (c) Development costs of £1,000,000 are approved in order to progress the scheme to Decision Point 5, taking the total project approval to £1,000,000.
- (d) 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 this report.

### **York Castle Gateway**

(ii) That the Finance, Resource and Corporate Committee recommended to the Managing Director that:

- (a) The York Castle Gateway scheme proceeds through decision point 3 and work commences on activity 4 (Full business case)
- (b) An indicative approval to the total value of £4,600,000 is given from the West Yorkshire plus Transport Fund with full approval to spend once the package has progressed through the assurance process to decision point 5.
- (c) 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 this report.

### **Leeds City Centre Package: Armley Gyratory**

(iii) That the Finance, Resource and Corporate Committee recommended



to the Managing Director that:

- (a) Phase 1 of the Leeds City Centre Package Armley Gyratory scheme proceeds through decision point 4 and work commences on activity 5 (Delivery).
- (b) Approval of £27,930,000 for Phase 1 of the Leeds City Centre Package Armley Gyratory scheme is given from the West Yorkshire plus Transport Fund, bringing the total approved to £31,510,000.
- (c) Phase 2 of the Leeds City Centre Package Armley Gyratory scheme continues to develop its Final Business Case.
- (d) Indicative Approval of £10,460,000 for Phase 2 of the Leeds City Centre Package Armley Gyratory scheme is given from the West Yorkshire plus Transport Fund.
- (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 this report.

#### Conditions

The following conditions have been set by PAT to gain Approval to Proceed to Delivery for Phase 1:

- (a) Complete detailed design to inform a Target Cost (price) affordable to the scheme.
- (b) Conclude land acquisition and secure required licenses.
- (c) Evidence pre-scheme (Autumn 2021) Monitoring & Evaluation data capture.

#### **Harrogate Road and New Line**

(iv) That the Finance, Resource and Corporate Committee recommended to the Managing Director that:

- (a) The change request to the Harrogate Road – New Line is approved to increase the total value of Combined Authority funding from the current approval of £7,665,000 to £8,812,000 (increase of £1,147,000) due to exceptional circumstances. CBMDC match funding has been increased from £2,736,000 to £3,016,000 (increase of £280,000). The total project value is £13,754,000.
- (b) The Combined Authority enters into an addendum to the existing Funding Agreement with Bradford Council for expenditure of up to £8,812,000 from the West Yorkshire Plus Transport Fund.
- (c) 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 this report.

- (a) **Bus Franchising Assessment Scheme**
- (b) **York Castle Gateway**
- (c) **Leeds City Centre Network and Interchange Package - Armley Gyratory**
- (d) **Harrogate Road – New Line**

### **30. Financial Reporting**

Members considered a report which provided an update on the 2021/22 revenue budget financial position.

Members noted that summary of the 2021/22 current revenue spend to original budget as at October 2021 was attached at Appendix 1. An update on the 2021/22 capital expenditure budgets would be brought to a future meeting.

The overall forecast was at £2.5m savings. This position would continue to be monitored throughout the year.

**Resolved:** That the financial position be noted.

### **31. Office Accommodation**

Members considered a report that set out the office accommodation provision for the combined authority.

Members noted that the refurbishment on Wellington House was substantially complete and that the leases on its offices at City Exchange and Ploughland House would both be terminated in 2022.

Members were pleased that the refurbishment of Wellington House was near completion and that the building would have a smaller carbon footprint.

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

### **32. Business Planning and Budget 2022/23**

Members considered a report that provided an update on the 2022/23 business planning process and the budget proposal.

It was noted that a public engagement process would begin on the 2022/23 draft budget.

**Resolved:** That the work underway on business planning and budget be

noted.

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**Report to:** Finance, Resources and Corporate Committee

**Date:** 03 March 2022

**Subject:** **Financial Reporting**

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

**Author:** Katie Hurrell, Head of Finance

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

## 1. Purpose of this report

- 1.1 To provide an update on the 2021/22 financial position on revenue and capital budget monitoring and forecasts as at quarter 3.
- 1.2 To provide an update on the work underway to progress the use of gainshare.

## 2. Information

### **2021/22 Revenue Budget as at 31 January 2022**

- 2.1 A summary of the 2021/22 current revenue spend to original budget as at January 2022 is attached at **Appendix 1**. A brief narrative and RAG rating is included to help identify those budget lines that are emerging as a concern.
- 2.2 There are two 'Red' variances to highlight against the original budget; as previously reported Tendered Services has overspent slightly against budget due to additional costs around Covid and Financing Charges are underspent to date, however this is a timing issue as these costs are anticipated as part of year end adjustments.

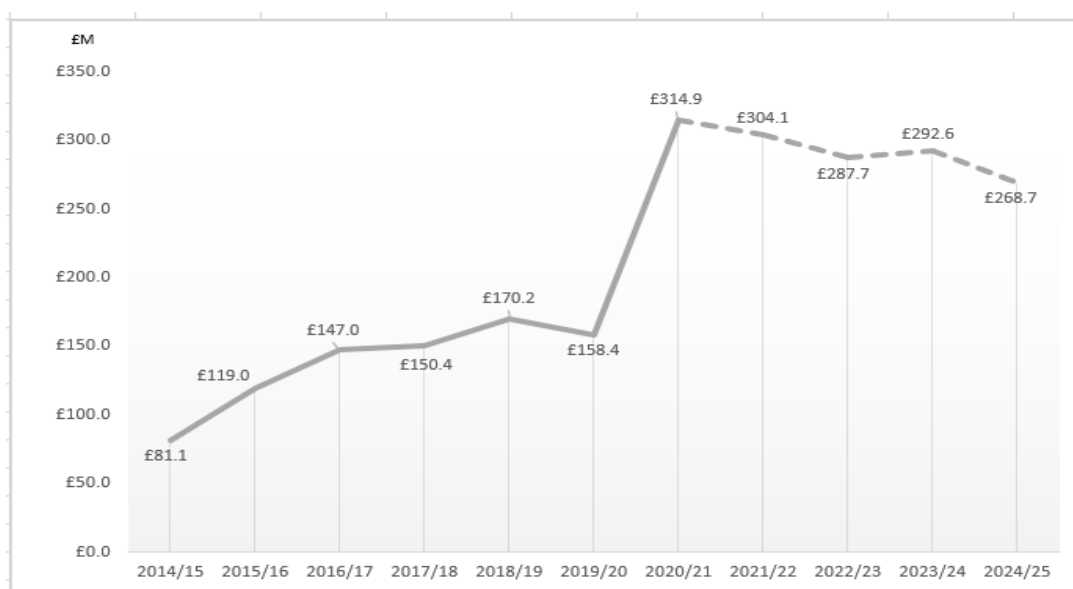
- 2.3 There are two 'Amber' variances to highlight; Capitalisation is a timing issue, though is now forecasting a reduced spend due to vacancies. Supplies & Services underspends are across funded project activities and anticipate these will be lower than originally budgeted. There have been similar forecast reductions in Grants & Agency Costs and corresponding Funding Income, the net effect on outturn is immaterial.
- 2.4 The anticipated forecast savings as at January 2022 are £2.2m, a slight movement from the £2.5m reported to the Combined Authority in February 2022. The savings are mainly due to staffing costs and bus operator payments and are therefore not expected to recur in future years. These savings are offset by actual election costs being c.£300k higher than what was accrued for at last year end.
- 2.5 Regular forecasts continue to be undertaken and key matters brought to future meetings. At present the key risk remains the impact of the pandemic, and in particular the way in which this impacts on bus recovery. It is still unclear what government funding is available to support this into the new financial year and how any funding will be distributed as well as how the bus industry will respond to the changing situation.

### **Capital Budget Monitoring at quarter 3 2021/22**

- 2.6 Attached at **Appendix 2** is a summary of the capital programme spend and funding as at February 2022 (effectively quarter 3 spend). The appendix includes the indicative programme budget, programme end dates (where applicable) and budgets for 2021/22 and the third quarter spend / claims received from partner authorities. It should be noted that it is intended to review and revise the way in which spend is reported over the coming year, to better reflect the approach to the Single Investment Fund and the agreed investment priorities, rather than only view spend against specific funding programmes.
- 2.7 The table below summarises capital expenditure against forecast as at quarter 3 2021/22 (December 2021). The budget column shows the forecast reported to the Combined Authority in February 2021 and the updated forecast reported in February 2022.

Capital Programme Expenditure	Budget at Combined Authority February 2022	In-year Revised Forecast February 2022	Quarter 3 Expenditure 2021/22	% of in year forecast
West Yorkshire plus Transport Fund	£86,025,688	£64,206,570	£48,711,209	75.9%
Growth Deal	£480,329	£635,329	£480,329	75.6%
Leeds Public Transport Investment Programme	£45,270,442	£45,270,442	£21,986,807	48.6%
Transforming Cities Fund (inc. Tranche 1)	£39,605,197	£36,689,757	£15,728,905	42.9%
Integrated Transport Block / Highways Maintenance / Challenge Fund*	£52,450,545	£52,450,545	£47,842,531	91.2%
Corporate Projects	£4,038,709	£4,352,489	£4,276,648	98.3%
Broadband	£6,110,569	£6,110,569	£424,407	6.9%
Land Release Fund & One Public Estate	£1,028,993	£54,996	£54,996	100.0%
Getting Building Fund	£44,557,357	£44,557,357	£18,169,859	40.8%
Brownfield Housing Fund	£13,554,997	£12,912,988	£658,622	5.1%
Active Travel Fund	£7,805,868	£7,805,868	£1,238,654	15.9%
British Library North	£151,414	£151,414	£5,480	3.6%
New Station Fund	£2,000,000	£2,000,000	£0	0.0%
Other (Clean Bus, ULEB, CCAG)	£1,000,000	£952,000	£133,159	14.0%
<b>Total Capital Spend</b>	<b>£304,080,108</b>	<b>£278,150,324</b>	<b>£159,711,607</b>	<b>57.4%</b>

- 2.8 Capital expenditure in quarter 3 represents just over 57% of the in-year revised forecast. This compares well with previous years spend at quarter 3. It should be noted that the majority of spend across all programmes usually occurs in quarter 4. The actual figure reported in the table includes £40 million of claims that have not been paid out yet.
- 2.9 The Combined Authority continues to ramp up delivery with 2020/21 having seen a significant increase in annual expenditure to over £300 million. The graph below sets out previous years expenditure and current forecast excluding new funding programmes which have yet to be confirmed. In 2021/22 the Combined Authority is also expecting expenditure in the region of £300 million. This level of spend will continue and is likely to escalate further once new funding streams are confirmed, in particular the City Region Sustainable Transport Settlement (CRSTS).



- 2.10 The level of spend in any single year does not always fully reflect the level of work undertaken within the Combined Authority and its partners within that year. The reason for this is that normally the highest level of capital spend occurs when a project is on-site however significant activity is required at the development stage of a project. A lot of staff resources over the past two years have also been required to support funding bids across many new programmes (including the Transforming Cities Fund, CRSTS, Brownfield Housing Fund etc). The issue to note for the future is the sustained level of annual spend across the years.
- 2.11 The majority of the Combined Authority's forecast expenditure in 2021/22 is concentrated across six major programmes. The following provides a summary of current activity across these funding programmes which represent 92% spend in the 2021/22 revised forecast.

#### **West Yorkshire plus Transport Fund (WY+TF)**

- 2.12 The annual review of the WY+TF has now been completed and will be reported in full to the Place Regeneration and Housing Committee at its next

meeting on 8 March 2022. The review provides the opportunity to consider requirements for increased grants based on agreed 'exceptional circumstances' criteria. The annual review of the WY+TF was instigated by the Investment Committee to provide a method of managing over-programming. The programme is currently over-programmed by £116.05 million, a slight increase from the amount agreed by the Investment Committee £115.34 million due to the approval of additional funding for Harrogate Road / Newline in Bradford of just over £1 million.

- 2.13 The WY+TF review seeks to further over-programme the programme to £151 million, including £5.34 million for those projects that fit within the exceptional criteria. However, the majority of this increase is for the provision of the CA's organisational overhead and direct programme costs not previously included within the programme. Whilst this appears to represent a significant increase in over-programming this is still lower than the original Transport Fund over-programming of £227 million, which was the amount when the programme was submitted to Government in 2014.
- 2.14 The purpose of over-programming is to manage risk within the programme and to provide certainty of funding allowing projects to progress. The WY+TF includes funding to support risk within each project (quantified risk assessment and contingency across projects currently totals £98 million, though this funding may not be required). There is also risk that some projects will not progress at all particularly taking into consideration the change in direction of transport delivery given climate change. The aim is to reduce the value of the programme to the £1 billion available over the next few years.
- 2.15 Forecast expenditure on the WY+TF has reduced for two reasons. First the forecast spend on a number individual projects has reduced as part of the quarter 3 claims process. This includes reductions on a number of the Corridor Improvement Plan projects as the projects are unlikely to be approved at full business case until the new financial year, meaning that any spend by the relevant local authority cannot be claimed by the Combined Authority and one project which has commenced on site but spend level is lower than forecast in 2021/22. Spending is also expected to slip on other projects because they are funded by other funding programmes where spend will need to be claimed first due to spend deadlines, these include CityConnect projects funded from Getting Building Fund, Leeds City Centre Network – Meadow Lane funded from LPTIP.
- 2.16 Second, there is a timing issue due to the way in which freedoms and flexibilities have been utilised between this programme and the Getting Building Fund as detailed below.
- 2.17 The Transport Fund programme is included as **Appendix 3**.

### **Transforming Cities Fund (TCF)**

- 2.18 The annual review of TCF was reported to the Place Regeneration and Housing Committee at its meeting on 7 February 2022. The full programme totals £457m which includes £317 million of Government grant and £140



million of Gainshare funding (plus an additional £2.18m of funding in Tranche 1 of TCF). The report outlined progress made on the programme, provided an update on changes to the programme as a result of the new CRSTS and agreed updated timetables and milestones as well as an overview of the project budget allocations and anticipated spend.

- 2.19 Learning from previous experience the TCF programme includes a pot of funding for inflation and contingency. However, it has been agreed that the exceptional circumstances criteria agreed by the Investment Committee for the Transport Fund will also be applied to TCF.
- 2.20 As part of the review all partners were asked to update forecasted spend across all projects. This led to a reduction of projected total programme spend in 2021/22.
- 2.21 The TCF programme dashboard is included as **Appendix 4**.

#### **Leeds Public Transport Investment Programme (LPTIP)**

- 2.22 The third review of LPTIP has now been completed and will also be reported to the Place Regeneration and Housing Committee at its meeting on 8 March 2022. The report sets out recommendations for managing the different financial elements of the programme. This is the final year of LPTIP and the aim is to ensure full spend of the Government grant of £173.50 million. LPTIP has been successful in developing an aspirational package of projects from development through to delivery in under four years. LPTIP is fully committed to the funding allocation from the DfT and is focused on maximising the usage of the total funding package to ensure maximum grant uptake and to fulfil the objectives of the Programme. The Programme is on track to spend all DfT funding by 31 March 2022. Any funding spent after this date will utilise the CA and Leeds City Council local contributions which total a further £9.9 million.

#### **Getting Building Fund**

- 2.23 At the Finance, Resources and Corporate Committee meeting in November 2021, it was reported that discussion / clarification had taken place with government officials in respect of managing spend delivery across the GBF programme and other funding programmes using our financial freedoms and flexibilities. This allows accountable bodies to swap payments between funding programmes to ensure funding is spent within the year.
- 2.24 A number of projects have now come forward seeking to spend into 2022/23 and are listed in the table below

Project Name	Freedom & Flexibilities Forecast
Business Growth Programme <small>(salary costs only, awaiting further estimates)</small>	£38,000
Enterprise Zones Bradford Parry Lane	£1,300,000
Bradford One City Park	£3,907,000
Leeds Liverpool Canal	£500,000
Beech Hill Phase 2 Group Repair & Regeneration Scheme	£790,000
Leeds City Centre 'Grey to Green'	£2,000,000
<b>Total</b>	<b>£8,535,000</b>

- 2.25 The agreed freedoms and flexibilities will now be used to allow these projects to continue to spend beyond this year and GBF spend will be used to fund two projects within the Transport Fund in 2021/22. This funding will be returned to GBF next year to fund the projects listed above.

### **Brownfield Housing Fund (BHF)**

- 2.26 Activity on the BHF is concentrated on progressing projects through the assurance process. The majority of projects funded through the programme involve the private sector, three projects are now fully approved, these are: Points Cross, Regents Street, Citu Phase 1b and Jackson Quarry.
- 2.27 The majority of the projects within the programme are still progressing through the assurance framework and the profiles of expenditure for these have yet to be finalised and approved. Where forecast expenditure is against projects still in development it is difficult to obtain accurate forecasts, this is the reason for the reduction in the forecast level of expenditure in 2021/22.
- 2.28 As part of the Levelling Up White Paper announcement in February 2022, the CA has been given informal notification that it can receive an additional £22.28m of BHF grant to add to the existing programme with the same funding criteria, including the same programme end date of March 2025. Once firm details have been received, a Change Request will be progressed through the Assurance Framework to extend the budget and increase the output targets. Whilst the level of required additional outputs has still to be advised, it has been suggested that the level of additional spend would be flat-lined across the three remaining years of the programme, which will be a significant challenge.
- 2.29 A review of the current BHF programme pipeline – as endorsed by the Combined Authority – is ongoing. A small number of projects have been withdrawn from the programme by the sponsors since July 2021, which has reduced the programme from an over-programmed position on both outputs and spend to a shortfall on spend, prior to the additional funding announcement.
- 2.30 A review of the Strategic Housing Pipeline and the projects supported through the BHF sister programme – the Housing Revenue Fund – as well as projects

from the BHF Wave 4 reserve list indicates that these projects are not yet in a position to progress into the main programme. It is therefore recommended that the Combined Authority releases a further Call for Projects as soon as possible and to the widest possible audience in one Call in order to ensure that the challenging delivery timescales and spend targets can be met.

### **Integrated Transport Block/Highways Maintenance/Pothole Fund**

- 2.31 These three funds are to be included as part of the CRSTS from 2022/23 onwards. The majority of the spend in 2021/22 (and in previous years) is Highways Maintenance and Pothole Fund totalling £36.50 million which has until now been passported directly to partner districts on receipt by the Combined Authority. The Integrated Transport Block supports three key areas of delivery: Asset Renewal, Healthy Safer Streets and Improving Public Transport, with projects delivered by district partners and the Combined Authority. There is no deadline for spend on these programmes and spend is forecast to continue into at least 2022/23.

### **Other capital programmes**

- 2.32 **Social Housing Decarbonisation Fund (SHDF)** – confirmation has just been received of the award of £5.06 million through this funding stream. An application was submitted for this competitive fund in October 2021 and the full amount applied for has been awarded to West Yorkshire. The funding will be spent over a 12 month period from 1 April 2022 to 31 March 2023 supporting nine social housing providers to implement energy efficiency measures (including insulation, double glazing and renewables) into their housing stock. There is match funding from the social housing providers and the Combined Authority has the flexibility to move funding between providers in order to maximise programme spend. Further information on the detailed programme will be considered by a future meeting of the Climate, Energy and Environment Committee.

### **Gainshare**

- 2.33 The Combined Authority has considered and agreed six investment priorities and the partnership work underway between the it and the local authorities is focussing on the approach to using gainshare to deliver on these. Decisions on expenditure will be made by the Combined Authority, with assessment undertaken through the Assurance Framework.
- 2.34 It is expected that gainshare will be prioritised against those priorities where no other funding source has been identified and that initial expenditure will be on revenue activities, either specific projects and interventions or developing capacity and building a project pipeline. As part of this opportunities to bring in other external funding to deliver the projects identified for the pipeline will be explored, acknowledging that the aspirations will be greater than the funding available.

2.35 The Combined Authority considered a paper on gainshare at its last meeting, identifying indicative funding envelopes for each of the investment priorities over the next three years, and indicatively approving capacity funding for all the partners. **Appendix 5** is an update on most recent approvals on Gainshare to date.

2.36 Work is currently ongoing to revise the structure of capital reporting in the future to identify spend across the full programme against the Combined Authority's priorities. This will require amendments to PIMS (the Portfolio Information Management System) and activity to identify the projects that fit into each category.

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

3.1 All projects approved through the assurance process are required to consider climate impact.

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

4.1 All projects approved through the assurance process are required to consider their impact on inclusive growth.

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

5.1 All projects are required to consider equality and diversity in their planning and delivery.

### **6. Financial Implications**

6.1 These are contained in the main body of the report.

### **7. Legal Implications**

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

### **8. Staffing Implications**

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

### **9. External Consultees**

9.1 No external consultations have been undertaken.

### **10. Recommendations**

10.1 That the Committee notes the financial position as reported and considers the information provided.

### **11. Background Documents**

11.1 There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – 2021/22 Revenue Budget as at January 2022

Appendix 2 – 2021/22 Capital Budget as at Quarter 3

Appendix 3 – WY+TF dashboard

Appendix 4 – TCF dashboard

Appendix 5 – Gain Share approvals

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Jan YTD	Original Budget	Revisions	Revised Bud	Q3 Forecast Outturn	YTD Actuals	Utilised %	Notes / Commentary	RAG Rating
	£	£	£		£			
Employee Costs	27,757,040	3,437,359	31,194,399	28,429,475	23,217,291	81.7%	Spend as expected, high staffing vacancies	
Indirect Employee Costs	1,558,800	245,000	1,803,800	1,612,895	881,589	54.7%	Underspend on Training Costs, forecast to catch up	
Premises Costs	6,253,329	493,785	6,747,115	6,856,431	4,480,102	65.3%	Spend to date - as expected due to premises invoices paid in arrears	
Supplies and Services (unfunded)	1,923,205	1,429,731	3,352,936	2,298,523	1,363,676	59.3%	Timing difference due to election invoicing delays	
- Supplies and Services (funded)	4,719,606	652,810	5,372,416	3,323,246	1,345,833	40.5%	Spend to date lower than expected due to low project activity	
ICT Related Costs	2,909,540	149,494	3,059,034	2,995,877	2,474,878	82.6%	Spend to date as expected	
Travel, Subsistence & Transport Costs	332,096	49,500	381,596	364,619	319,220	87.5%	Spend as expected	
Tendered Services	25,866,000	0	25,866,000	26,117,000	25,980,457	99.5%	Spend in line with Government requirements during lockdown, additional costs due to Covid-19. Forecast slight overspend.	
Concessions	53,750,000	0	53,750,000	51,490,377	42,978,495	83.5%	Spend in line with Government requirements during lockdown	
Prepaid Tickets Costs	13,500,000	0	13,500,000	13,500,000	12,902,355	95.6%	<b>Mcard payment significantly reduced - Covid-19 - offset by Mcard sales ##</b>	
Grants and Agency costs	48,597,882	4,129,577	52,727,459	47,340,111	36,309,975	76.7%	Timing difference, AEB payments didn't start until August	
Consultancy and Professional Services (unfunded)	1,648,807	(27,661)	1,621,146	1,500,816	1,102,494	73.5%	Timing difference related to audit fees	
- Consultancy and Professional (funded)	2,468,307	3,579,661	6,047,968	7,679,851	5,031,967	65.5%	<b>Additional staff costs to be recovered from partner Councils-income line below</b>	
Financing Charges	6,964,657	0	6,964,657	6,964,657	1,338,458	19.2%	Timing difference, most transactions at Year End	
Non-salary savings	0	0	0	(412,269)	0	0.0%	Transport cleaning contract savings, no actuals expected	
<b>Total Expenditure</b>	<b>198,249,270</b>	<b>14,139,256</b>	<b>212,388,526</b>	<b>200,061,612</b>	<b>159,726,789</b>	<b>79.8%</b>		
Income - Transport	(11,310,082)	0	(11,310,082)	(10,765,818)	(6,317,948)	58.7%	Covid19 - Impact on bus station & bus services income, departure fees in arrears	
Funding - Grants	(60,627,769)	(11,823,555)	(72,451,325)	(60,882,718)	(50,496,753)	82.9%	Grants received to date as expected	
Enterprise Zone Receipts	(3,202,886)	0	(3,202,886)	(3,015,702)	(1,888,554)	62.6%	EZ receipts received in arrears	
Interest Received	(818,000)	0	(818,000)	(818,000)	(444,459)	54.3%	Investment Interest received in arrears	
Income - Operational	(2,206,537)	(1,060,401)	(3,266,938)	(7,469,499)	(4,904,922)	65.7%	<b>Staff costs to be recovered from partner Councils, costs above</b>	
Capitalisation / Internal Recharges	(14,385,995)	(1,255,300)	(15,641,296)	(13,640,153)	(7,227,550)	53.0%	Capitalisation behind due to change in method also vacancies	
Pre Paid Ticket Income	(13,500,000)	0	(13,500,000)	(13,500,000)	(12,902,355)	95.6%	<b>Mcard sales significantly reduced - Covid-19 - offsets by payments ##</b>	
Transport Levy	(92,198,000)	0	(92,198,000)	(92,198,000)	(76,831,667)	83.3%	Levy receipts as expected	
<b>Total Income</b>	<b>(198,249,269)</b>	<b>(14,139,256)</b>	<b>(212,388,526)</b>	<b>(202,289,890)</b>	<b>(161,014,207)</b>	<b>79.6%</b>		
<b>Net Expenditure Total</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(2,228,278)</b>	<b>(1,287,418)</b>			

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Capital Programme Expenditure 2021/22	Programme End Date	Total Programme Budget (indicative)	Total Spend to 31st March 2021	Combined Authority 2021/22 Indicative Budget February 2021	Budget Revisions	Combined Authority 2021/22 Revised Indicative Budget February 2022	In-Year Revised Forecast February 2022	Qtr 3 Expenditure 2021/22	%
West Yorkshire plus Transport Fund	31/03/35	£1,000,000,000	£260,403,651	£97,055,893		£86,025,688	£64,206,570	£48,711,209	75.9%
Growth Deal	31/03/21	£235,450,000	£244,593,846	£0		£480,329	£635,329	£480,329	75.6%
Leeds Public Transport Investment Programme	31/03/22	£174,500,000	£126,992,771	£57,595,374		£45,270,442	£45,270,442	£21,986,807	48.6%
Transforming Cities Fund	31/03/23	£457,000,000	£12,085,197	£65,224,365		£39,605,197	£36,689,757	£15,728,905	42.9%
Integrated Transport Block / Highways Maint 21/22	Annual	Annual	£293,820,000	£57,461,017		£52,450,545	£52,450,545	£47,842,531	91.2%
Corporate Projects	N/A	£12,730,007	£9,319,479	£5,438,709		£4,038,709	£4,352,489	£4,276,648	98.3%
Broadband	30/09/22	£25,266,000	£15,397,663	£4,363,915		£6,110,569	£6,110,569	£424,407	6.9%
City Connect	31/03/21	£26,503,926	£26,503,926	£0		£0	£0	£0	0.0%
Land Release Fund & One Public Estate	N/A	£1,697,125	£967,132	£0		£1,028,993	£54,996	£54,996	100.0%
Getting Building Fund	31/03/22	£52,600,000	£8,042,643	£26,300,000		£44,557,357	£44,557,357	£18,169,859	40.8%
Brownfield Housing Fund	31/03/25	£67,000,000	£644,448	£20,000,000		£13,554,997	£12,912,988	£658,622	5.1%
Active Travel Fund	31/03/22	£12,566,000	£3,499,107	£10,053,000		£7,805,868	£7,805,868	£1,238,654	15.9%
British Library	N/A	£25,000,000	£0	£0	£25,000,000	£151,414	£151,414	£5,480	3.6%
New Station Fund	31/03/24	£12,000,000	£0	£0		£2,000,000	£2,000,000	£0	0.0%
Other (Low Emission Vehicles, Clean Bus, Business Accelerator)	N/A	£42,160,000	£9,054,624	£38,500,000	£0	£1,000,000	£952,000	£133,159	14.0%
<b>Total Capital Spend</b>		<b>£2,144,473,058</b>	<b>£1,011,324,489</b>	<b>£381,992,273</b>	<b>-£500,000</b>	<b>£304,080,108</b>	<b>£278,150,324</b>	<b>£159,711,606</b>	<b>57.4%</b>

Funding b/fwd from 2020/21	Funding Received in 2021/22	Total Funding For 2021/22
£12,678,837	£69,210,000	£81,888,837
£0		£0
£44,685,761		£44,685,761
£45,875,871	£123,248,290	£169,124,161
£8,308,553	£44,820,000	£53,128,553
-£6,067,668		-£6,067,668
£6,543,641		£6,543,641
£0		£0
£1,028,993		£1,028,993
£18,257,357	£26,300,000	£44,557,357
-£44,448	£20,000,000	£19,955,552
£7,805,868		£7,805,868
£0	£25,000,000	£25,000,000
£0		£0
£9,500,000	£9,500,000	£19,000,000
<b>£148,572,765</b>	<b>£318,078,290</b>	<b>£466,651,055</b>

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West Yorkshire Plus Transport Fund (Financial Dashboard - Quarter 3 - 2021/22)				Cumulative Actual Spend prior to 2021/22	2021/2022					Total to 2021/22
Project Name	Original Allocation	Indicative Funding	Full Funding Approval		Agreed Forecast 2021/22	Actual Spend 2021/22	Forecast Spend 2021/22	Total Spend 2021/22	RAG Rating	
A6110 Leeds Outer Ring Road	£17,800,000	£3,000,000	£596,000	£327,023	£190,000	£109,801	£80,000	£189,801	Amber	£516,824
A62 to Cooper Bridge Corridor Improvement Scheme	£69,270,000	£69,300,000	£965,000	£965,000	£500,000	£796,960	£142,230	£939,190	Amber	£1,904,190
A62 to Cooper Bridge Corridor Improvement Scheme (Combined Authority)	£0	£0	£0	£0	£0	-£796,960	-£142,230	-£939,190	N/A	-£662,984
A629 - Programme	£0	£1,871,000	£0	£0	£0	£0	£0	£0	N/A	£0
A629 (Phase 1A) - Jubilee Road to Free School Lane	£8,160,000	£8,639,999	£8,639,999	£8,639,999	£0	£0	£0	£0	Green/Amber	£8,639,999
A629 (Phase 1A) - Jubilee Road to Free School Lane (Combined Authority)	£0	£0	£0	£36	£0	£0	£0	£0	N/A	£36
A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	£18,900,000	£28,119,000	£28,119,000	£4,604,753	£7,000,000	£5,197,724	£3,595,776	£8,793,500	Green/Amber	£13,398,253
A629 (Phase 2) - Halifax Bus Station	£0	£405,000	£405,000	£405,000	£0	£0	£0	£0	Green	£405,000
A629 (Phase 2) - Halifax Town Centre	£40,930,000	£47,840,000	£5,844,000	£3,776,397	£2,000,000	£524,422	£375,000	£899,422	Green/Amber	£4,675,819
A629 (Phase 2) - Halifax Town Centre (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
A629 (Phase 4) - Ainley Top	£30,000,000	£25,920,000	£7,085,000	£1,103,898	£250,000	£685,087	£240,000	£925,087	Green/Amber	£2,028,985
A629 (Phase 4) - Ainley Top (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
A629 (Phase 5) - Ainley Top into Huddersfield	£12,087,608	£13,300,000	£4,418,295	£2,385,992	£500,000	£241,682	£142,809	£384,491	Amber	£2,770,483
A629 (Phase 5) - Ainley Top into Huddersfield (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
A641 Bradford - Huddersfield Corridor	£75,550,000	£75,540,000	£2,785,000	£1,067,118	£800,000	£705,170	£347,820	£1,052,990	Green/Amber	£2,120,108
A650 Hard Ings Road (Phase 1) - Hard Ings Road Only	£10,250,000	£9,334,000	£9,334,000	£8,606,958	£710,492	£220,482	£25,000	£245,482	Green	£8,852,440
A650 Hard Ings Road (Phase 1) - Hard Ings Road Only (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
A650 Tong Street	£7,070,000	£20,000,000	£2,715,000	£298,757	£200,000	£44,118	£9,000	£53,118	Green/Amber	£351,875
A650 Tong Street (Combined Authority)	£0	£0	£0	-£89,005	£0	£89,005	£0	£89,005	N/A	£0
Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride	£28,830,000	£8,640,000	£8,640,000	£8,635,208	£4,792	£0	£0	£0	Green	£8,635,208
Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride (Combined Authority)	£0	£340,000	£0	£341,365	£0	£0	£0	£0	N/A	£341,365
Bradford Forster Square Station Gateway	£17,030,000	£17,320,000	£3,671,314	£521,385	£411,000	£26,391	£115,625	£142,016	Green/Amber	£663,401
Bradford Forster Square Station Gateway (Combined Authority)	£0	£0	£0	-£435	£0	£436	£0	£436	N/A	£1
Bradford Interchange Station Gateway (Phase 1)	£10,880,000	£5,650,000	£293,000	£340,357	£411,000	£23,310	£61,000	£84,310	Green/Amber	£424,667
Bradford Interchange Station Gateway (Phase 1) (Combined Authority)	£0	£0	£0	-£47,357	£47,357	-£23,310	-£61,000	-£84,310	N/A	£0
Bradford to Shipley Corridor	£47,900,000	£47,900,000	£3,979,000	£3,228,262	£1,000,000	£638,739	£35,000	£673,739	Green/Amber	£3,902,001
Bradford to Shipley Corridor (Combined Authority)	£0	£0	£0	-£4,382	£4,382	£4,382	£0	£4,382	N/A	£0
Calder Valley Line - Elland Station	£0	£2,640,000	£700,153	£547,042	£263,111	£133,094	£130,017	£263,111	Amber	£810,153
Calder Valley Line - Elland Station (Combined Authority)	£0	£17,360,000	£2,934,000	£1,157,544	£665,274	£197,814	£61,788	£259,603	Amber/Red	£1,417,146
Castleford Growth Corridor Scheme	£37,520,000	£7,270,000	£2,239,000	£302,983	£1,580,000	£1,426,245	£171,812	£1,598,057	Green/Amber	£1,901,039
Castleford Growth Corridor Scheme (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Castleford Station Gateway	£4,500,000	£2,836,000	£2,836,000	£2,719,510	£18,129	£21,674	£94,817	£116,490	Green	£2,836,000
CityConnect Phase 3 Canals	£0	£0	£0	£0	£0	£0	£0	£0	Green/Amber	£0
CityConnect Phase 3 Canals - HNC Phase 2	£0	£643,000	£643,000	£15,995	£627,005	£0	£0	£627,005	Amber	£643,000
CityConnect Phase 3 Canals - Leeds Liverpool Shipley	£0	£1,057,000	£1,057,000	£30,000	£1,027,000	£0	£0	£1,027,000	Amber/Red	£1,057,000
CityConnect Phase 3 Castleford to Wakefield Greenway Phase 4	£0	£356,686	£356,686	£339,241	£17,445	£17,445	£0	£17,445	Green	£356,686
CityConnect Phase 3 Castleford to Wakefield Greenway Phase 4 (Combined Authority)	£0	£15,000	£15,000	£15,000	£0	£0	£0	£0	N/A	£15,000
CityConnect Phase 3 Combined Authority Development	£0	£520,000	£380,000	£194,447	£185,553	£63,294	£122,259	£185,553	Amber	£380,000
CityConnect Phase 3 Cooper Bridge	£0	£1,862,000	£350,000	£217,155	£500,000	£189,461	£60,000	£249,461	Amber	£466,616
CityConnect Phase 3 Huddersfield Town Centre	£0	£1,291,000	£180,000	£541,908	£148,027	£67,377	£114,550	£181,927	Amber/Red	£723,835
CityConnect Phase 3 Huddersfield Town Centre (Combined Authority)	£0	£0	£0	-£361,908	£361,908	-£67,377	-£114,550	-£181,927	N/A	£0
CityConnect Phase 3 Leeds	£0	£6,355,000	£6,355,000	£5,288,786	£1,066,214	£1,066,214	£0	£1,066,214	Green/Amber	£6,355,000
CityConnect Phase 3 Leeds (Combined Authority)	£0	£0	£0	£1,620	-£1,620	£0	-£1,620	-£1,620	N/A	£0
CityConnect Phase 3 Leeds Development	£0	£148,000	£148,000	£15,419	£82,581	£52,873	£15,200	£68,073	Amber	£83,492
CityConnect Phase 3 West Yorkshire Combined Authority	£0	£500,000	£500,000	£306,018	£157,651	£89,256	£36,748	£126,003	Green	£432,021
Clifton Moor Park and Ride	£9,760,000	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme - Bradford - A6177 and Cutler Heights	£0	£10,010,000	£670,000	£105,380	£275,000	£131,000	£89,000	£220,000	Green	£325,380
Corridor Improvement Programme - Bradford - A6177 and Cutler Heights (Combined Authority)	£0	£0	£0	-£281	£0	£0	£0	£0	N/A	-£281
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12)	£2,500,000	£390,000	£390,000	£242,591	£0	£14,496	£0	£14,496	Green/Amber	£257,087
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12) (Combined Authority)	£0	£0	£0	-£66,062	£0	£0	£0	£0	N/A	-£66,062
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road (15)	£3,150,000	£4,457,000	£949,000	£952,475	£77,000	£135,000	£5,000	£140,000	Green/Amber	£1,092,475
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road (15) (Combined Authority)	£0	£0	£0	£0	£0	-£138,475	-£5,000	-£143,475	N/A	£0
Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10)	£8,500,000	£12,010,000	£946,670	£1,206,097	£579,000	£421,578	£27,000	£448,578	Green/Amber	£1,654,675
Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10) (Combined Authority)	£0	£0	£0	-£269,551	£256,921	-£411,454	-£27,000	-£438,454	N/A	-£12,630
Corridor Improvement Programme - Bradford - A650 Shipley Airedale - A647 Leeds Road	£10,300,000	£0	£0	£0	£0	£0	£0	£0	N/A	£0

West Yorkshire Plus Transport Fund (Financial Dashboard - Quarter 3 - 2021/22)				Cumulative Actual Spend prior to 2021/22	2021/2022					Total to 2021/22
Project Name	Original Allocation	Indicative Funding	Full Funding Approval		Agreed Forecast 2021/22	Actual Spend 2021/22	Forecast Spend 2021/22	Total Spend 2021/22	RAG Rating	
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	£6,020,000	£4,947,000	£4,947,000	£910,378	£2,803,843	£116,040	£533,445	£649,485	Green/Amber	£1,559,863
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme - Calderdale - A629 North - Orange Street	£0	£6,100,000	£600,000	£207,207	£792,793	£214,001	£518,792	£732,793	Green	£940,000
Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor	£5,090,000	£3,988,000	£3,988,000	£807,016	£1,562,298	£85,348	£499,606	£584,954	Green/Amber	£1,391,970
Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme - Kirklees - A62 Smart Corridor	£7,500,000	£7,500,000	£7,500,000	£1,282,000	£2,200,000	£545,378	£1,500,000	£2,045,378	Amber	£5,502,641
Corridor Improvement Programme - Kirklees - A62 Smart Corridor (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme - Kirklees - A629 - Fenay Lane	£0	£7,500,000	£600,000	£58,850	£421,000	£80,723	£7,800	£88,523	Green/Amber	£147,372
Corridor Improvement Programme - Kirklees - Holmfirth Town Centre	£4,900,000	£3,970,000	£890,000	£525,757	£432,000	£368,007	£117,641	£485,648	Amber/Red	£1,011,405
Corridor Improvement Programme - Kirklees - Holmfirth Town Centre (Combined Authority)	£0	£0	£0	£0	£0	£0	-£121,405	-£121,405	N/A	£539,893
Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors	£8,200,000	£10,420,000	£2,534,000	£2,534,000	£1,500,000	£879,757	£0	£879,757	Green/Amber	£5,003,533
Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors (Combined Authority)	£0	£0	£0	£0	£0	-£879,757		£0	N/A	£0
Corridor Improvement Programme - Leeds - A58 Roundhay Road	£0	£9,530,000	£1,259,000	£324,429	£145,000	£178,921	£160,733	£339,654	Amber/Red	£664,083
Corridor Improvement Programme - Leeds - A61N Scott Hall Road	£0	£849,000	£849,000	£461,394	£387,606	£2,528	£25,000	£27,528	Amber/Red	£488,922
Corridor Improvement Programme - Leeds - A61N Scott Hall Road (Combined Authority)	£0	£0	£0	-£461,394	£461,394	£461,394	£0	£461,394	N/A	£0
Corridor Improvement Programme - Leeds - A660 Headingley Hills	£0	£825,807	£825,807	£295,474	£160,341	£77,514	£93,500	£171,014	Green/Amber	£466,488
Corridor Improvement Programme - Leeds - A660 Headingley Hills (Combined Authority)	£0	£0	£0	£4,085	£0	£0	£0	£0	N/A	£4,085
Corridor Improvement Programme - Leeds - Dawsons Corner	£15,000,000	£14,480,000	£2,607,000	£1,319,260	£1,721,697	£348,142	£1,465,151	£1,813,293	Green/Amber	£3,132,553
Corridor Improvement Programme - Leeds - Dyneley Arms	£8,000,000	£1,980,000	£775,000	£640,825	£864,575	£51,433	£409,166	£460,599	Green/Amber	£1,101,424
Corridor Improvement Programme - Leeds - Dyneley Arms (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme - Leeds - Fink Hill	£950,000	£5,428,000	£919,000	£634,241	£218,904	£238,885	£30,392	£269,277	Green/Amber	£903,518
Corridor Improvement Programme - Wakefield - A638 Doncaster Road	£0	£6,300,000	£560,000	£155,489	£404,511	£251,837	£107,011	£358,847	Green	£514,336
Corridor Improvement Programme - Wakefield - A639 Park Road	£0	£570,000	£570,000	£149,426	£420,574	£257,777	£162,797	£420,574	Green	£570,000
Corridor Improvement Programme - Wakefield - A650 Newton Bar	£4,230,000	£8,635,000	£8,635,000	£427,847	£3,144,825	£223,815	£653,905	£877,720	Green	£1,305,567
Corridor Improvement Programme - Wakefield - A650 Newton Bar (Combined Authority)	£0	£0	£0	-£77,682	£77,682	£77,682	£0	£77,682	N/A	£0
Corridor Improvement Programme - Wakefield - Owl Lane	£2,560,000	£54,062	£75,000	£54,063	£0	£0	£0	£0	Green	£54,063
Corridor Improvement Programme - Wakefield - Owl Lane (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Corridor Improvement Programme (Phase 1)	£0	£8,200	£8,200	£8,200	£0	£0	£0	£0	Green	£8,200
Corridor Improvement Programme (Phase 2)	£0	£650,000	£650,000	£565,123	£0	£844	£0	£844	Green	£565,967
Corridor Improvement Programme (Phase 3)	£0	£4,448,000	£0	£0	£0	£0	£0	£0	Green	£0
Glasshoughton Southern Link Road	£7,090,000	£5,968,000	£5,968,000	£5,161,562	£200,000	£239,304	£19,289	£258,593	Green	£5,420,154
Glasshoughton Southern Link Road (Combined Authority)	£0	£0	£0	£562,361	-£138,361	-£138,361	£0	-£138,361	N/A	£424,000
Halifax Station Gateway	£10,600,000	£10,600,000	£2,165,000	£1,571,439	£313,325	£13,325	£300,000	£313,325	Green/Amber	£1,884,764
Halifax Station Gateway (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Harrogate Road - New Line	£4,920,000	£8,812,000	£8,812,000	£6,854,747	£810,253	£1,957,253	£0	£1,957,253	Amber	£8,812,000
Harrogate Road - New Line (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Huddersfield Station Gateway (Phase 1)	£0	£10,050,000	£115,000	£196,240	£60,895	-£5,901	£0	-£5,901	Amber	£190,339
Huddersfield Station Gateway (Phase 1) (Combined Authority)	£0	£0	£0	-£28,011	£0	£0	£0	£0	N/A	£52,630
Huddersfield Station Gateway (Phase 2)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Huddersfield Station Gateway (Phase 2) (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
LBA Connectivity Package	£0	£1,785,000	£1,785,000	£1,785,000	£0	£14,855	£30,000	£44,855	Amber	£1,829,855
LBA Parkway	£0	£650,000	£650,000	£0	£0	£65,116	£334,884	£400,000	N/A	£400,000
LBA Surface Access Programme	£75,000,000	£67,565,000	£0	£0	£0	-£14,855	£14,855	£0		£0
Leeds City Centre Network and Interchange Package	£36,500,000	£6,430,000	£5,274,000	£3,471,673	£1,000,000	£694,176	£538,584	£1,232,760	Amber	£4,704,433
Leeds City Centre Network and Interchange Package - Armley Gyratory	£0	£41,970,000	£31,510,000	£481,696	£2,000,000	£1,629,824	£1,355,000	£2,984,824	Amber	£3,466,520
Leeds City Centre Network and Interchange Package - Armley Gyratory (Combined Authority)	£0	£0	£0	-£1,018	£0	£0	£1,018	£1,018	N/A	£0
Leeds City Centre Network and Interchange Package - City Square Plus	£0	£0	£0	£0	£0	£0	£0	£0		£0
Leeds City Centre Network and Interchange Package - Infirmary Street	£0	£8,900,000	£8,900,000	£8,574,591	£325,409	£36,104	£289,305	£325,409	Green	£8,900,000
Leeds City Centre Network and Interchange Package - Infirmary Street (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Leeds City Centre Network and Interchange Package - Meadow Lane	£0	£9,500,000	£9,500,000	£0	£2,250,000	£0	£0	£0	Green	£0
Leeds City Centre Network and Interchange Package - Regent Street	£0	£12,000,000	£12,000,000	£12,000,000	£0	£0	£0	£0	Green	£12,000,000
Leeds ELOR and North Leeds Outer Ring Road	£73,260,000	£90,330,000	£90,330,000	£67,628,781	£22,701,219	£22,701,219	£0	£22,701,219	Amber	£90,330,000
Leeds ELOR and North Leeds Outer Ring Road (Combined Authority)	£0	£0	£0	£817	£0	£0	£0	£0	N/A	£817
Leeds Inland Port	£0	£3,170,000	£0	£0	£0	£0	£0	£0	Amber/Red	£0
Leeds Station Gateway - Leeds Integrated Station Masterplan	£400,000	£400,000	£400,000	£359,992	£40,008	£0	£0	£0	Green	£359,992

West Yorkshire Plus Transport Fund (Financial Dashboard - Quarter 3 - 2021/22)				Cumulative Actual Spend prior to 2021/22	2021/2022					Total to 2021/22
Project Name	Original Allocation	Indicative Funding	Full Funding Approval		Agreed Forecast 2021/22	Actual Spend 2021/22	Forecast Spend 2021/22	Total Spend 2021/22	RAG Rating	
Leeds Station Gateway - New Station Street	£1,590,000	£1,591,000	£1,591,000	£1,412,074	£0	£0	£0	£0	Green	£1,412,074
M62 Junction 24A	£18,510,000	£59,846	£70,000	£52,679	£0	£0	£0	£0	Amber	£52,679
Mirfield to Dewsbury to Leeds (M2D2L)	£12,510,000	£12,040,000	£1,255,000	£516,535	£430,000	£248,263	£270,405	£518,669	Amber	£1,035,203
Mirfield to Dewsbury to Leeds (M2D2L) (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Mirfield to Dewsbury to Leeds (M2D2L) (Leeds)	£0	£440,000	£440,000	£0	£0	£0	£50,000	£50,000	Green/Amber	£50,000
Parking Extensions at Rail Stations (PEARS)	£0	£0	£138,000	£0	£0	£0	£0	£0	Green	£0
Priority 4b - Over-programming	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Rail Parking Package - Apperley Bridge	£1,200,000	£1,200,000	£113,100	£90,522	£22,578	£3,027	£19,551	£22,578	Amber	£113,100
Rail Parking Package - Ben Rhydding	£2,100,537	£2,080,000	£150,000	£48,089	£100,000	£982	£99,018	£100,000	Amber	£148,089
Rail Parking Package - Fitzwilliam	£700,000	£492,499	£492,499	£492,499	£0	£0	£0	£0	Green	£492,499
Rail Parking Package - Fitzwilliam (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Rail Parking Package - Garforth	£830,000	£1,129,278	£1,129,278	£977,458	£57,000	£100,833	£0	£100,833	Green	£1,078,291
Rail Parking Package - Guiseley	£7,000,000	£6,970,000	£143,000	£24,361	£118,639	£80,405	£8,234	£88,639	Amber	£113,000
Rail Parking Package - Hebden Bridge	£650,000	£884,445	£884,445	£443,254	£441,191	£0	£441,191	£441,191	Green	£884,445
Rail Parking Package - Mirfield A	£310,000	£220,059	£220,059	£220,059	£0	£0	£0	£0	Green	£220,059
Rail Parking Package - Moorthorpe	£1,100,000	£1,040,000	£905,551	£101,137	£804,414	£11,957	£61,440	£73,397	Amber	£174,534
Rail Parking Package - Mytholmroyd	£3,640,000	£3,952,000	£3,952,000	£3,596,569	£27,425	£27,425	£0	£27,425	Green	£3,623,994
Rail Parking Package - Normanton	£1,440,000	£2,314,000	£2,314,000	£0	£367,420	£32,881	£334,539	£367,420	Amber	£367,420
Rail Parking Package - Outwood	£1,100,000	£2,731,000	£286,000	£218,605	£63,756	£34,117	£36,187	£70,304	Green/Amber	£288,909
Rail Parking Package - Outwood (Combined Authority)	£0	£10,000	£10,000	£-9,710	£18,605	£0	£18,605	£18,605	N/A	£8,895
Rail Parking Package - Shipley	£2,550,000	£2,550,000	£0	£0	£213,013	£0	£213,013	£213,013	Amber	£213,013
Rail Parking Package - South Elmsall	£610,000	£604,604	£604,604	£604,604	£0	£0	£0	£0	Green	£604,604
Rail Parking Package - Steeton and Silsden	£2,530,000	£4,630,800	£4,630,800	£265,666	£500,000	£0	£123,576	£123,576	Green/Amber	£389,241
Rail Parking Package (Phase 1)	£0	£2,922,563	£1,710,523	£1,348,770	£20,318	£95,148	£25,000	£120,148	Green	£1,468,919
Rail Parking Package (Phase 2)	£0	£20,021,437	£2,016,000	£178,299	£100,000	£-67,920	£0	£-67,920	Amber/Red	£1,230,379
South East Bradford Access Road	£46,310,000	£46,300,000	£1,304,000	£331,162	£399,000	£151,987	£144,000	£295,987	Green/Amber	£627,149
South East Bradford Access Road (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Station Gateways – Programme	£0	£5,830,000	£0	£0	£0	£0	£0	£0	N/A	£0
Thorpe Park Station	£10,060,000	£10,050,000	£1,436,000	£511,338	£500,000	£132,885	£376,910	£509,795	Amber	£1,021,133
Transformational - A6120 Leeds Northern Outer Ring Road Improvements	£0	£392,500	£392,500	£392,500	£0	£0	£0	£0	Green/Amber	£392,500
Transformational - Bradford Interchange Station Gateway (Phase 2)	£0	£512,000	£512,000	£143,758	£368,242	£18,560	£7,400	£25,960	Green/Amber	£169,718
Transformational - Bradford Interchange Station Gateway (Phase 2) (Combined Authority)	£0	£0	£0	£-428	£0	£0	£0	£0	N/A	£-428
Transformational - Bradford Transport Model	£0	£367,000	£367,000	£319,107	£47,893	£0	£47,893	£47,893		£367,000
Transformational - Kirklees Transport Model	£167,000	£167,000	£167,000	£167,000	£0	£0	£0	£0	Green/Amber	£167,000
Transformational - LCR Inclusive Growth Corridor Plans	£0	£2,430,000	£2,395,000	£1,866,475	£300,000	£75,858	£249,142	£325,000	Amber	£2,191,475
Transformational - Leeds Transport Model	£0	£500,000	£500,000	£280,035	£219,965	£69,965	£56,650	£126,615	Green/Amber	£406,650
Transformational - NE Calderdale Transformational Programme Study	£0	£400,000	£400,000	£281,109	£118,891	£7,925	£110,966	£118,891	Amber	£400,000
Transformational - North Kirklees Orbital Route Feasibility Study	£0	£288,000	£248,000	£223,842	£24,158	£15,320	£0	£15,320	Amber/Red	£239,162
Transformational - North Kirklees Orbital Route Feasibility Study (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Transformational - Programme	£0	£2,304,500	£0	£0	£0	£0	£0	£0	N/A	£0
Transformational - South Featherstone Link Road Feasibility Study	£284,000	£284,000	£284,000	£196,430	£0	£0	£0	£0	Green/Amber	£196,430
Transformational - South Featherstone Link Road Feasibility Study (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Transformational - West Yorkshire Mass Transit	£0	£4,600,000	£2,041,000	£216,857	£400,000	£961,263	£484,262	£1,445,526	Green	£1,662,383
Transformational - West Yorkshire Strategic Transport Model	£0	£0	£0	£0	£0	£0	£0	£0		£0
Transformational - York Northern Outer Ring Road Dualling Feasibility Study	£300,000	£295,000	£295,000	£295,000	£0	£0	£0	£0	Green	£295,000
Transforming Cities Fund Development Funding	£0	£0	£0	£13,267	£-13,268	£0	£0	£0	Green/Amber	£13,267
Wakefield City Centre Package (Phase 1) - Kirkgate	£5,400,000	£5,556,000	£5,556,000	£5,556,000	£0	£0	£0	£0	Green	£5,556,000
Wakefield City Centre Package (Phase 1) - Kirkgate (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
Wakefield City Centre Package (Phase 2) - Ings Road	£3,360,000	£4,530,000	£880,000	£149,083	£400,000	£7,710	£67,031	£74,741	Green/Amber	£223,825
Wakefield City Centre Package (Phase 2) - Ings Road (Combined Authority)	£0	£0	£0	£2,942	£0	£-2,942	£0	£-2,942	N/A	£0
Wakefield Eastern Relief Road	£29,400,000	£37,593,000	£37,593,000	£37,593,000	£0	£0	£0	£0	Green/Amber	£37,593,000
Wakefield Eastern Relief Road (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
West Yorkshire Integrated UTMCI	£7,260,000	£450,000	£450,000	£405,561	£44,439	£2,050	£0	£2,050	Amber	£407,611
West Yorkshire Integrated UTMCI - Monitoring and Evaluation	£0	£79,000	£79,000	£0	£0	£0	£0	£0	N/A	£0
West Yorkshire Integrated UTMCI (Combined Authority)	£0	£572,345	£0	£0	£0	£0	£0	£0	N/A	£0



West Yorkshire Plus Transport Fund (Financial Dashboard - Quarter 3 - 2021/22)				Cumulative Actual Spend prior to 2021/22	2021/2022					Total to 2021/22
Project Name	Original Allocation	Indicative Funding	Full Funding Approval		Agreed Forecast 2021/22	Actual Spend 2021/22	Forecast Spend 2021/22	Total Spend 2021/22	RAG Rating	
West Yorkshire Integrated UTMC (Phase A) - Bradford	£0	£685,265	£685,265	£632,157	£53,108	£53,358	£0	£53,358	Green/Amber	£685,515
West Yorkshire Integrated UTMC (Phase A) - Bradford Monitoring and Claim Entry (Combined Authority)	£0	£0	£0	£0	£0	-£53,109	£53,109	£0	N/A	£0
West Yorkshire Integrated UTMC (Phase A) - Calderdale	£0	£466,458	£466,458	£0	£175,000	£62,744	£100,929	£163,672	Amber/Red	£163,672
West Yorkshire Integrated UTMC (Phase A) - Kirklees	£0	£534,000	£534,000	£337,367	£100,000	£44,880	£204,707	£249,587	Green	£586,954
West Yorkshire Integrated UTMC (Phase A) - Leeds	£0	£1,605,331	£1,605,331	£189,882	£650,000	£318,989	£811,092	£1,130,081	Green/Amber	£1,319,963
West Yorkshire Integrated UTMC (Phase A) - Wakefield	£0	£679,601	£679,601	£139,446	£540,155	£387,337	£88,477	£475,815	Green	£615,261
West Yorkshire Integrated UTMC (Phase A) - Wakefield (Combined Authority)	£0	£0	£0	£0	£0	£0	£0	£0	N/A	£0
West Yorkshire Integrated UTMC (Phase B)	£0	£1,225,000	£1,225,000	£515,849	£709,151	£157,502	£551,649	£709,151	Green/Amber	£1,225,000
West Yorkshire Integrated UTMC (Phase B2)	£0	£838,000	£838,000	£0	£700,000	£8,925	£236,500	£245,425	N/A	£245,425
West Yorkshire Integrated UTMC (Phase C)	£0	£555,000	£555,000	£156,548	£398,452	£55,535	£217,800	£273,335		£429,883
West Yorkshire Plus Transport Fund Delivery	£0	£5,110,000	£0	£6,761,627	£1,095,587	£332,094	£125,000	£457,094	Green	£7,218,721
York - Programme	£0	£3,500,000	£0	£0	£0	£0	£0	£0	N/A	£0
York Castle Gateway	£7,200,000	£4,600,000	£355,000	£0	£200,000	£0	£200,000	£200,000	Green	£200,000
York Central - TF	£0	£24,447,000	£947,000	£947,000	£0	£0	£0	£0	Green	£947,000
York Northern Outer Ring Road - Future Phases	£0	£0	£0	£0	£0	£0	£0	£0	Green/Amber	£0
York Northern Outer Ring Road - Phase 1 (Wetherby Road)	£0	£3,865,581	£3,865,581	£3,852,365	£0	£0	£0	£0	Green	£3,852,365
York Northern Outer Ring Road - Phase 2 (Monks Cross)	£0	£0	£0	£0	£0	£0	£0	£0	Amber	£0
York Northern Outer Ring Road - Phase 2 (Monks Cross) (Combined Authority)	£0	£0	£0	£2,257,659	-£2,257,659	-£2,190,389	£0	-£2,190,389	N/A	£67,270
York Northern Outer Ring Road - Phase 3	£0	£0	£0	£0	£0	£0	£0	£0	Green/Amber	£0
York Northern Outer Ring Road - York Outer Ring Road - Great North Way Roundabout	£0	£1,400,000	£0	£0	£0	£0	£0	£0		£0
York Outer Ring Road Dualling - A19 to A64 Little Hopgrove - TF	£37,600,000	£33,125,000	£9,019,000	£4,034,094	£2,900,000	£1,001,407	£1,898,593	£2,900,000	Green/Amber	£6,934,094
York Outer Ring Road Dualling - A19 to A64 Little Hopgrove - TF (Combined Authority)	£0	£0	£0	-£1,441,753	£1,441,753	£1,441,753	£0	£1,441,753	N/A	£0
York Station Gateway	£27,000,000	£12,873,000	£4,585,000	£1,748,019	£907,073	£1,384,413	£0	£1,384,413	Green	£3,132,432
West Yorkshire Plus Transport Fund Total	£973,819,145	£1,116,045,867	£428,655,720	£257,709,364	£82,903,312	£47,682,421	£22,525,388	£72,741,570		£337,868,470

# Transforming Cities Fund Dashboard Quarter 3 2021/22

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Packages and schemes	RAG rating	Approved Indicative Baseline Budget	Full Funding Approval
Access to Places Programme			
Bradford City Centre	Amber	30,000,000	2,152,500
Elland Rail Station Access Package	Amber	5,276,350	930,000
Brighouse Cycling and Walking Improvements	Green/Amber	143,600	143,650
West Halifax Improved Streets for People	Green/Amber	8,240,000	1,827,000
North Halifax Improved Streets for People	Green/Amber	10,958,000	1,980,000
Dewsbury Town Centre Walking & Cycling Improvements	Amber	10,250,000	1,153,452
Huddersfield Rail Station Connections	Amber	13,000,000	1,617,066
Leeds City Centre Cycle Improvements	Green	7,057,000	2,276,000
Leeds Public E- Bike Cycle Share	Green/Amber	300,000	300,000
Wakefield City Centre Bus, Cycle and Walking Improvements	Amber/Red	13,600,000	697,635
Skipton Railway Station Gateway - Active Travel Improvement Scheme	Green/Amber	7,630,953	1,809,808
Harrogate Railway Station Gateway - Active Travel Improvement Scheme	Amber	10,637,163	1,844,533
Selby Station Gateway	Amber/Red	17,465,000	3,777,805
Access to Places Programme Total		134,558,066	20,509,449
Cumulative Total			
Hubs and Interchange Programme			
Bradford Interchange Station Access	Amber	13,200,000	3,037,500
Halifax Rail Station Gateway	Green/Amber	22,500,000	5,371,000
Leeds Station - Sustainable Travel Gateway	Green/Amber	32,440,000	7,594,932
York Railway Station Gateway	Green/Amber	13,117,000	420,000
Heckmondwike Bus Hub	Amber	4,853,000	693,078
Huddersfield Bus Station	Red	4,500,000	588,630
Huddersfield Bus Station	Amber/Red	4,500,000	310,000
Dewsbury Bus Station	Amber/Red	8,000,000	1,445,826
Halifax Bus Station	N/A	17,245,000	17,245,000
Halifax Bus Station	N/A	50,000	50,000
White Rose Station	N/A	12,000,000	12,000,000
Hubs and Interchange Programme Total		132,405,000	48,755,965
Cumulative Total			
Multi Modal Corridors Programme			
South Bradford Park & Ride and Expressway	N/A	20,000,000	1,355,500
West Bradford-Thornton Road Cycle Route	Amber	17,500,000	1,464,500
A638 - Dewsbury - Cleckheaton Sustainable Travel Corridor	Green/Amber	12,000,000	951,500
Dewsbury - Batley - Chidswell Sustainable Travel Corridor	Amber/Red	6,000,000	849,000
Tadcaster Road Corridor Improvements	Amber	1,430,000	64,355

2019/20 - 2020/21
Cumulative Actual Spend prior to 2021/22
123,111
0
18,673
81,739
164,474
43,603
94,845
217,899
0
129,750
425,808
644,533
724,475
2,668,910
576,302
975,773
2,511,282
135,890
81,965
76,393
23,688
115,334
674,874
0
0
5,171,500
156,357
60,330
191,573
87,308
0

2021/2022		
Q3 Actual Spend	Total Forecast 2021/22	Total Forecast 2021/22
As per Q3 21/22 submission	As previously reported	As per Q3 21/22 submission
525,605	1,879,750	2,228,605
144,393	383,771	247,907
14,156	43,757	42,483
36,086	561,216	302,488
31,806	1,035,963	475,153
42,846	779,089	324,354
126,665	1,035,309	1,793,220
140,558	772,500	1,603,435
6,964	154,500	150,000
18,763	481,189	467,174
-38,794	962,020	528,067
-7,299	927,000	800,000
223,302	3,506,661	2,388,000
1,265,051	12,522,725	11,350,886
	15,191,635	14,019,796
439,091	1,244,790	1,185,625
874,218	2,077,111	2,240,830
707,157	5,236,160	3,333,435
0	3,609,023	1,620,189
19,241	482,076	313,220
93,826	598,539	434,153
37,897	294,902	286,312
162,107	1,055,498	591,878
1,393,228	5,291,615	5,023,942
0	50,000	0
0	1,035,469	1,950,000
3,726,764	20,975,182	16,979,584
	26,146,682	22,151,084
623,639	860,050	1,716,639
446,935	484,024	1,092,898
34,857	302,429	222,044
0	476,572	247,884
0	66,286	50,000

A61 Bus, Cycle and Walking Improvements	Amber/Red	11,568,000	479,350
A61 Bus, Cycle and Walking Improvements	N/A	32,000	32,000
A629 Wakefield Road Sustainable Travel Corridor	Green/Amber	6,000,000	700,000
A64 Bus Priority	Green/Amber	7,000,000	680,400
A64 Park & Ride	N/A	15,000,000	0
A639 Bus, Cycle and Walking Improvements	Amber	10,860,000	487,360
A639 Bus, Cycle and Walking Improvements	N/A	40,000	40,000
<b>Multi Modal Corridors Programme Total</b>		<b>107,430,000</b>	<b>7,103,965</b>
<b>Cumulative Total</b>			
Network Navigation (West Yorkshire)	Amber	15,200,000	360,000
Carbon Mitigation Measures	N/A	7,800,000	50,000
ZEBRA		50,000	50,000
Prog Risk/Contingency (to be allocated to project budgets)		50,749,393	1,020,863
Prog Inflation (to be added to project budgets)			
Programme Management	N/A	7,690,000	7,690,000
PAN			
WSP costs not yet charged to districts			
Benefits Realisation	N/A	1,000,000	1,000,000
<b>TCF Tranche 2 Total</b>		<b>456,882,459</b>	<b>85,469,380</b>
<b>Cumulative Total</b>			
TCF Tranche 1 Scarborough Bridge		280,000	
TCF Tranche 1 Dewsbury - Rail Station Access		344,688	
TCF Tranche 1 Huddersfield - Better Connected Stations		1,550,312	
<b>TCF Tranche 1 Total</b>		<b>2,175,000</b>	<b>0</b>
<b>Cumulative Total</b>			
<b>TCF Combined Total</b>		<b>459,057,459</b>	<b>85,469,380</b>
<b>Cumulative Total</b>			<b>0</b>

18,882
32,000
0
223,836
0
17,777
40,000
<b>828,063</b>
29,157
1,839
0
0
0
1,469,194
590,222
0
0
<b>10,758,886</b>
<b>10,758,886</b>
109,098
251,149
966,063
<b>1,326,310</b>
<b>1,326,310</b>
<b>12,085,196</b>
<b>12,085,196</b>

5,951	253,883	460,468
0	206,000	104,329
59,222	557,724	434,210
7,513	344,859	297,281
<b>1,178,117</b>	<b>3,551,827</b>	<b>4,625,753</b>
	<b>4,379,890</b>	<b>5,453,816</b>
18,674	227,275	220,655
0	103,000	0
0	26,915	26,915
0		0
0		0
268,929	1,294,582	1,637,967
		995,306
613,456		
1,788	55,000	4,000
<b>7,072,778</b>	<b>38,756,506</b>	<b>35,841,066</b>
	<b>49,515,392</b>	<b>46,599,953</b>
11,312	170,902	170,902
0	93,539	93,539
0	584,249	584,249
<b>11,312</b>	<b>848,690</b>	<b>848,690</b>
<b>1,667,008</b>	<b>2,175,000</b>	
	<b>39,605,196</b>	<b>36,689,757</b>
	<b>51,690,392</b>	<b>46,599,953</b>



	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Funding Type	Status	Approval
Balance brought forward from previous year	0	0	(23,643,396)	(51,793,396)	(79,943,396)			
Allocation - Revenue	(28,500,000)	(28,500,000)	(28,500,000)	(28,500,000)	(28,500,000)			
Allocation - Capital	(9,500,000)	(9,500,000)	(9,500,000)	(9,500,000)	(9,500,000)			
<b>Funding Committed:</b>								
MCA Ready (predominantly 2021 election costs)	3,000,000	1,750,000				Revenue	Full Approval	6 February 2020 and 4 February 2021 - Combined Authority
Support for COVID Local Authority Economic Recovery Plans	5,000,000					Revenue	Full Approval	4 February 2021 - Combined Authority
[Re]boot (adult re-skilling programme)	6,000,000					Revenue	Full Approval	3 February 2021 - Investment Committee
Employment Hub (employment brokerage programme)	7,500,000					Revenue	Full Approval	3 February 2021 - Investment Committee
Economic Recovery - Entrepreneurship programme (encouraging individuals to establish their own enterprise)	6,000,000					Revenue	Full Approval	8 June 2021 - Investment Committee
Economic Recovery - Health Innovation (collaboration towards a 'virtual healthtech cluster')	200,000					Revenue	Full Approval	8 June 2021 - Investment Committee
Economic Recovery - Net Zero Region Accelerator (accelerate measures to tackle the climate emergency)	800,000					Revenue	Full Approval	8 June 2021 - Investment Committee
Transforming Cities Fund - High Scenario	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	Capital	Indicative Approval	27 July 2020 - £140m indicatively approved, with some amounts being fully approved as the projects come forward*
Creative New Deal		310,000				Revenue	Full Approval	22nd October 2021 - Combined Authority
Beyond Bronte programme		190,000				Revenue	Full Approval	22nd October 2021 - Combined Authority
Begin Bus Franchising assessment incl legal & commercial advice		1,000,000				Revenue	Full Approval	6th January 2022 - Combined Authority
Develop and embed Fair Work Charter		200,000	200,000	200,000		Revenue	Full Approval	3rd Nov 2021 - Combined Authority
Green Jobs Taskforce and Gateway		500,000				Revenue	Full Approval	22nd October 2021 - Combined Authority
Support Loal Business (programme development)		500,000				Revenue	Full Approval	3rd Nov 2021 - Combined Authority
Inclusivity Champion role and inclusive growth pipeline development		100,000	150,000	150,000		Revenue	Indicative Approval	29th July 2021 - Combined Authority
Greener Together		306,604					Indicative Approval	9th December 2021 - Combined Authority
Total to carry forward to following year	0	(23,643,396)	(51,793,396)	(79,943,396)	(108,443,396)			

\* Funding for TCF high scenario assumes Gainshare capital ringfenced for 5years - after which borrowing will be required.

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**Report to:** Finance, Resources and Corporate Committee

**Date:** 3 March 2022

**Subject:** **Corporate Planning and Performance**

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

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

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

## 1. Purpose of this report

- 1.1 To update the Finance, Resources and Corporate Committee on the progress made on the Combined Authority's 2022/23 business plans and seek further feedback from the committee on their content.
- 1.2 To update the Committee on the ongoing process to review the organisation's corporate priorities and seek further feedback on the proposal.
- 1.3 To provide a report on performance against the Combined Authority's 2021/22 Corporate Key Performance Indicators.

## 2. Information

### Business Planning

- 2.1 Finance, Resources and Corporate Committee have received regular updates throughout the business planning process. The organisation's business plans have been developed in parallel with the Combined Authority's budget for 2022/23. The budget was signed off at the Combined Authority meeting on 3 February 2022, where the draft Corporate Plan on a Page and Directorate Business Plans on a Page were also considered. Each plan on a page also

has a more detailed document underpinning it which clearly sets out each directorate's priorities and outputs for the year ahead.

- 2.2 Following initial endorsement at the Combined Authority meeting, the business plans have been refined further to ensure that equality, diversity and inclusion (EDI) implications are fully embedded within the plans to achieve the best outcomes for the people, communities and businesses of West Yorkshire. This is in line with the Combined Authority's EDI vision, statement and framework to meet the standards set out in the Local Government Equality Framework. The revised plans are set out in **Appendix 1** for further feedback from the Committee. Following any further feedback, the final plans will be presented to the 17 March Combined Authority meeting for final approval.

### Corporate Priorities

- 2.3 At the December meeting of the Finance, Resources and Corporate Committee, Members discussed the proposal to refresh the organisation's corporate priorities to reflect the expanded focus and remit of the organisation. The feedback provided by the Committee has been collated and will be incorporated into the ongoing work to develop the proposed new corporate priorities. This work includes a comprehensive consultation with Combined Authority staff to enable them feed into, and to shape the new priorities.
- 2.4 The comprehensive consultation opened for internal all staff participation on 25 January 2022, providing feedback through an online form and at Directorate meetings. The consultation material asks staff to consider in detail the connection between their role and the proposed priorities, the language used and the overall proposal for a mission for the organisation. The staff consultation material is provided for information in **Appendix 2**.
- 2.5 The staff consultation closed on 25 February 2022 and so results were not compiled in time to feed into the drafting of this report, but a verbal update on progress and next steps will be provided in the meeting. If agreed, it is proposed that the updated corporate priorities are incorporated into the Corporate Plan on a Page set out in **Appendix 1** and presented to the Combined Authority in March for endorsement.

### Key Performance Indicators

- 2.6 A key mechanism through which Combined Authority performance is monitored on an ongoing basis is through the corporate Key Performance Indicators. The 2021/22 KPIs were agreed at the Finance, Resources and Corporate Committee on 8 September 2021. These strategic KPIs are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day-to-day activities, rather than measuring wider performance against shared regional ambitions. An updated snapshot of performance to date is provided in **Appendix 3**.

- 2.7 The 2022/23 KPIs are currently being developed to correlate to the priorities identified in the Combined Authority business plan. These will be designed to be robust and stretching targets, which focus on improving performance against the organisation's key objectives. Equality, diversity and inclusion will be a golden thread throughout and the proposed list will be brought to the April FRCC meeting for endorsement and reported quarterly thereafter.

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

- 3.1 Tackling the Climate Emergency is a key organisational objective and details on how the organisation will contribute on an annual basis to our long-term commitment to lead by example in having net zero emissions by 2038 and have a positive impact on environment and nature through our work, investment and funding, are referenced in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. In the revision of the corporate priorities, tackling the climate emergency will be strengthened and remain at the forefront.

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

- 4.1 Enabling Inclusive Growth is a key corporate objective and therefore measures on how the organisation aims to achieve this are set out in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. One of our key objectives is to deliver our Inclusive Growth Framework in order to reduce inequalities in our communities. Inclusive growth will remain embedded throughout the revision of the corporate priorities.

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

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

### **6. Financial Implications**

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

### **7. Legal Implications**

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

### **8. Staffing Implications**

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

## **9. External Consultees**

9.1 No external consultations have been undertaken.

## **10. Recommendations**

10.1 That the Committee notes the progress made on developing the 2022/23 business plans and provides further feedback.

10.2 That the Committee notes the ongoing progress to refresh the organisation's corporate priorities and provides further feedback.

10.3 That the Committee notes the corporate performance update provided.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Combined Authority Business Plans

Appendix 2 – Corporate Priorities Staff Consultation Material

Appendix 3 – Corporate Performance Snapshot Report

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

PRIORITY THEMES	PLACE, REGENERATION & HOUSING	CLIMATE & ENVIRONMENT	TRANSPORT	POLICING & COMMUNITY SAFETY	CULTURE, ARTS & CREATIVE INDUSTRIES	BUSINESS, ECONOMY & INNOVATION	EMPLOYMENT & SKILLS
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.
37 OBJECTIVES FOR 2022/23	Progress delivery of 5,000 sustainable affordable homes including through Brownfield Housing Fund.  Build an investable housing pipeline building on strategic partnerships.  Develop a West Yorkshire Housing Strategy approach to regional strategic planning.  Activity on urban design to raise quality of places.  Bring equality into housing policy development, inc. Dementia Ready Taskforce.  Accelerate work on Spatial Priority Areas.  Secure funding to achieve accelerated delivery of digital infrastructure.	Deliver early priorities of Climate & Environment Plan.  Scale up retrofit activity through establishment of Better Homes Hub and use pilots inc. Social Housing Decarbonisation Fund and CRF.  Build and launch Net Zero Region Accelerator. Produce West Yorkshire Nature Recovery Strategy and action plan.  Refresh of Flood Review to align with Climate & Environment Plan and Net Zero ambitions.  Develop business case for Business Flood Recovery & Resilience Grants Programme.  Complete delivery of the Retrofit Hub pilot.	Deliver Bus Service Improvement Plan, progress bus reform to ensure communities are connected to opportunities. Increase number of zero emission buses.  Further develop Mass Transit Programme.  Publish Rail Strategy & make the case for improvements. Secure CRSTS funding & commence delivery.  Continue delivery of existing programmes eg TCF & TF. Refresh Transport Strategy & develop pipeline of transport infrastructure based on assessment by need.  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.	Publish new Police and Crime Plan with strategies, performance framework and partnership governance structures.  Work across the partnership to improve outcomes for victims and survivors of Domestic and Sexual Abuse and Violence, including criminal justice outcomes.  Commission targeted services to improve community safety and support victims.  Publish an evidence-based violence reduction response strategy.  Tackle and reduce serious crimes by identifying and responding to these through the Violence Reduction Unit.	Work with partners to refresh the cultural framework to develop and prioritise the regional programme on culture and heritage.  Develop an approach and support festivals and events through years of culture.  Shape a pipeline of interventions for Creative New Deal.  Grow Creative & Digital Sector through the Creative Digital Catalyst Programme.  Progress British Library North project.	Launch new £20m Business Accelerator Fund.  Deliver Business Productivity Programme and entrepreneurship programme.  Refresh Growth Service.  Implement actions from Innovation Framework and the Health Tech Strategy.  Inclusivity Champion appointed into post and programme in delivery.  Deliver innovation support projects for competitive advantage, innovation festival and Mayoral challenge competition.  Deliver more business start-ups through entrepreneurship ladder of enterprise programme.	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.  Implement the Employment and Skills Framework, including a Digital Skills Plan.  Deliver and commission AEB budget to achieve better outcomes for learners.  Support people to access employment opportunities.  Work with schools & colleges to improve attainment ambition of young people.  Work with policy to influence the wider skills system.
	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 (DRAFT)

## DIRECTORATE PURPOSE

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

## SERVICES

### FINANCE

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

### HUMAN RESOURCES

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

### COMMERCIAL

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

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

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

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

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

## SERVICES

### ICT SERVICES

Delivering a modern, secure, and highly reliable technology service.

### LEGAL AND GOVERNANCE

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

### INTERNAL AUDIT

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

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

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

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

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

## OUTPUTS

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

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

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

### OUR TOOLS AND SUPPORT

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

### OUR KEY INTERFACES

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

## HOW WE WILL IMPROVE OUR SERVICE

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



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

DIRECTORATE PURPOSE

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

SERVICES

TRANSPORT POLICY

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

BUSINESS, INNOVATION, SKILLS AND CULTURE POLICY

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

PLACE AND ENVIRONMENT POLICY

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

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

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

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

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

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OUTPUTS

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

RESOURCES (WHAT WE NEED)

OUR BUDGET

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

OUR TOOLS AND SUPPORT

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

OUR KEY INTERFACES

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

HOW WE WILL IMPROVE OUR SERVICE

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

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

DIRECTORATE PURPOSE

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

SERVICES

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

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

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

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

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

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

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

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

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

OUTPUTS

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

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

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

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

RESOURCES (WHAT WE NEED)

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

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

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

HOW WE WILL IMPROVE OUR SERVICE

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



# ECONOMIC SERVICES DIRECTORATE 2022/23 (DRAFT)

## DIRECTORATE PURPOSE

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

Businesses will benefit from sustainable economic growth

## SERVICES

### BUSINESS SUPPORT

Deliver inclusive and sustainable business growth for all.

### EMPLOYMENT AND SKILLS

Raise skills levels to create more and better jobs.

### TRADE AND INVESTMENT

Attract inward investment and increase exports.

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

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

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

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

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## OUTPUTS

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

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

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

## RESOURCES (WHAT WE NEED)

### OUR BUDGET

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

### OUR TOOLS AND SUPPORT

People – Corporate & Commercial Services, Policy, Research.

Process – Project Appraisals, Procurement, Contract Management, monitoring and evaluation

Technology – CRM, Power BI, InTend, FAME, Proactis, AEB

Equality Impact Assessments

### OUR KEY INTERFACES

Financial & Commercial Services.

Strategy & Policy.

Partner Local Authorities, Government Agencies, third sector FE/HE.

Private Sector and intermediaries.

Voluntary and Community Sector.

Suppliers.

## HOW WE WILL IMPROVE OUR SERVICE

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

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

DIRECTORATE PURPOSE

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

SERVICES

PORTFOLIO MANAGEMENT & APPRAISAL

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

ECONOMIC IMPLEMENTATION

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

TRANSPORT IMPLEMENTATION

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

TRANSFORMING CITIES FUND

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

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

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

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

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

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

OUTPUTS

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

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

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

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

RESOURCES (WHAT WE NEED)

OUR BUDGET

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

OUR TOOLS AND SUPPORT

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

OUR KEY INTERFACES

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

HOW WE WILL IMPROVE OUR SERVICE

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

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

## DIRECTORATE PURPOSE

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

## SERVICES

### CUSTOMER SERVICES

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

### ASSETS AND FACILITIES

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

### MOBILITY SERVICES

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

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

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

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

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

## OUTPUTS

- Expand functionality of MCard Mobile app.
- Introduce multi operator “tap and cap” payment.
- Roll 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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# Reviewing the Combined Authority's Corporate Priorities

January 2022



# West Yorkshire Combined Authority Current Corporate Priorities



## **BOOSTING PRODUCTIVITY**

Helping businesses to grow and bringing new investment into the region to drive economic growth and create good jobs.



## **ENABLING INCLUSIVE GROWTH**

Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns.



## **TACKLING THE CLIMATE EMERGENCY**

Growing our economy while cutting emissions and caring for our environment.



## **DELIVERING 21<sup>st</sup> CENTURY TRANSPORT**

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



## **SECURING MONEY AND POWERS**

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



## Why is it time to change the Corporate Priorities?

- The corporate priorities on the previous slide were adopted four years ago. Since adoption they have been used to:
  - promote the work of the Combined Authority,
  - Shape the Strategic Economic Framework
  - Structure directorate and team priorities as part of the business planning process.
- 2021 was a time of significant change for the organisation. The devolution deal and the pandemic led to new powers, functions, governance, and an expanded remit for the organisation including the incorporation of the Police and Crime Team.
- These changes are not adequately reflected in the current priorities and it is therefore important to review them to ensure they are fit for purpose and forward looking to the future of the organisation.
- In addition, it is important that there is alignment between the corporate priorities and the outcomes we are trying to achieve, the committees, the investment priorities and our business planning, reporting, and performance management framework.
- The following slide sets out proposed new corporate priorities, which we would like your views on.

# West Yorkshire 2040 Vision

currently in development

## The West Yorkshire Combined Authority's Mission is to.....

Support the delivery of the West Yorkshire Vision, working in partnership to promote the region, delivering services, investment and strategies that boost fair work, enhance infrastructure, tackle inequalities and improve economic and health outcomes, enabling businesses, people and communities to thrive.

## Our priorities to achieve our mission are.....

Enabling a  
21<sup>st</sup> Century  
Transport  
system

Cultivating  
environmental  
sustainability

Developing a  
highly skilled  
workforce and  
fair work

Supporting  
our places to  
maximise  
their potential

Championing  
culture, arts  
and creative  
industries

Driving  
economic  
growth,  
innovation  
and good jobs

Safe, just and  
inclusive  
Policing

## The key aims that underpin everything we do are....

Embedding  
equality, diversity  
and inclusion

Tackling the  
climate  
emergency

Growing an  
inclusive  
economy

## The values we embody to enable this are.....

Championing our  
region

Working  
together

Working  
intelligently

Positive about  
change

Easy to do  
business with

## Questions for discussion

Through this conversation and by collecting input from all colleagues we can ensure that our new priorities define the outcomes we want to achieve as an organisation. They must be clear, accessible and have clarity – internally and externally.

### **Reflection:**

- Which priority do you feel is most closely linked to what you do?
  - Just one?
  - More?
  - All?

### **Context**

- Thinking about what it says, and the language used...does it sound right?
  - What would you want to emphasise or highlight?
    - What works well?
    - What is missing?
    - What can be improved?

### **Finally:**

- Having a mission is relatively new for the organization, is it meaningful?
  - Do you feel that it encompasses the role of the Combined Authority in the region?
    - What works well?
    - What is missing?
    - What can be improved?

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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>G R E E N</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>G R E E N</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>A M B E R</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)	<b>G R E E N</b>	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.	<p>The tender to deliver Start-Up West Yorkshire has been awarded to People Plus Ltd and the programme was formally launched at an event on 3 November.</p> <p>People Plus have an initial 18-months contract with an option to extend for another 18-months, subject to performance or any changes to strategic priorities. There is a strong focus on EDI in the contract and People Plus is working with a number of community anchors and enterprise agencies with strong local links in some of our more disadvantaged areas, including the Paddock Trust, Airedale Enterprise Services, Inspired Neighbourhoods and Barca-Leeds. The support is being delivered as part of the existing AD:VENTURE enterprise support programme, but with a clearly defined target market that complements existing provision. Business to consumer start-ups are a key target for the programme as they have previously been excluded from EU-funded support, and are also common amongst the BAME communities.</p> <p>Since the programme launch, over 120 referrals have been made to Start-Up West Yorkshire. 73 clients have been signed up to the support, just over under half of whom are female (59%), with 26% being from BAME backgrounds and 10% being people with disabilities. The first round of webinars commenced in December 21 and to date 9 have been delivered with over 70 attendees, and 63 diagnostic meetings have taken place to date for individual clients (pre-starts and start-ups).</p> <p>In addition, a tender was published in November 21 for a scale-up / accelerator support programme for a small number of start-ups with high growth potential. Similar EDI targets are in place for this contract and the new enterprises will be supported to address significant social, economic &amp; environmental challenges. The tender submissions are currently being assessed and delivery is expected to commence from April 22.</p>
BP5	Broker employment/apprenticeship opportunities to aid recovery through strategic engagements and	Broker 425 engagements and collaborations	Head of Employment & Skills	15% of those businesses supported will be in the 20% most disadvantaged areas	<b>G R E</b>	816	Over-achieving against targets, largely due to the success of the Skills for Growth programme which supports businesses to engage with the full breadth of

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	<p>Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions. There will be a particular focus on:</p> <ul style="list-style-type: none"> <li>• Healthy Life Expectancy</li> <li>• Employment rate</li> <li>• Qualification attainment</li> <li>• Average pay</li> <li>• Quality work</li> <li>• Participation in education and training (including apprenticeships)</li> <li>• Travel behaviour</li> <li>• (Female and ethnic minority) representation on company boards</li> </ul>	<p>Aim to slow the rate of widening inequality / start closing the gaps.</p> <p>A dedicated sub-report on Equality, Diversity and Inclusion will be produced as part of State of the Region, which will analyse key socio-economic indicators by individual characteristics, including ethnicity, sex, disability status, deprivation – purpose is to highlight specific examples of inequalities.</p>	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 on 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	<p>Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery.</p>	<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	<p>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.</p>
GR3	<p>Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid.</p>	<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</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
				intelligence about the individuals benefitting from the new MCard Mobile App arrangements.			
GR4	Enable older and disabled people to access free/discounted travel.	Operating in pandemic environment volatile market conditions. Focus of team is on maintaining bus network within existing funding.	Head of 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	Socially necessary bus services enable communities to access opportunities.	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	An additional 3,585 premises enabled for connection to Superfast Broadband.  Contract 2 will deliver 544 premises in year.  Contract 3 is contracted to deliver 3,041 premises by March 2022. On completion of the programme the project is contracted to deliver 5571 premises (end of June 2022).	Head of Economic Implementation	The Superfast West Yorkshire & York broadband Contract 2 completed in Sept 21 and the contract enabled a total of 11,448 premises in deprived areas across the whole project. These homes and businesses will have access to Broadband with speeds greater than 30mb/s. This has helped support business continuity and growth & enabled people to work remotely during the Covid19 pandemic. Broadband contract 3 includes a Social and Economic Value Plan focused on Skills development & employment.	AMBER	(In year performance) Contract 2 - 848 premises in 12 months  Contract 3 – 1809 premises	Contract 2 delivery has completed. As of 31 <sup>st</sup> January, the contract has enabled 41390 premises over its lifetime, including over 1,000 businesses. This is 120 above the contractual target of 41270. Work has commenced on the formal closure which will complete in October 2022.  By 30 <sup>th</sup> December Contract 3 had delivered 1809 premises and 480 businesses. This is behind contractual target. The supplier is working on performance improvement plans to address numerous concerns. To improve the longevity of the network and future proof the programme a change request has been approved that allows dedicated 5G frequencies to utilised on the masts.

Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements							
Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG & Direction of travel	Notes	
TR1	Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid through the 'back to bus' campaign	Bus patronage in January 2022 is currently 75% of January 2020 and impacted by ongoing Covid restrictions. To restore financial equilibrium bus patronage needs to return to at least 95% of pre-pandemic rates.	Head of Transport Policy	Stability in the bus network will help to ensure communities are better served.	<b>A M B E R</b>	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		
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				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>			
5 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.	<b>A M B E R</b>	Usage around 60% of pre pandemic	BSSG funding to be issued direct to operators and uncertainty over network changes could impact on patronage return  January 2022: Stop specific timetables are now in place at the 3,000 busiest bus stops in West Yorkshire and are being updated on agreed Combined Authority service change dates.  As and when service changes slow down, we will look to further expand timetables to the 8,000 busiest stops.  514 new Real Time Information screens have been installed to date, all of which have audio push button functionality. A further 35 screens are still to be fitted at a variety of locations in Leeds district.
TR4	Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail	Secure commitment to TRU, NPR, HS2, ECML and Electrification investments.	Head of Transport Policy	To influence Government so that the principles of inclusivity, diversity and equality are incorporated in the design of new rail facilities and infrastructure including TRU, NPR and HS2.	<b>A M B E R</b>	The IRP was published in November 2021	Following publication of the IRP meetings have been held with DfT, Treasury, TfN, other Transport Authorities and Local Authorities to continue to influence the scope of TRU, NPR, HS2 and other rail investments. The governance for the study identified in the IRP is currently being finalised. The Mayor is due to give evidence at the Transport Select Committee on the 24 <sup>th</sup> February

Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements							
Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG & Direction of travel		Notes
TR5	Further develop mass transit proposals for West Yorkshire	Finalise the Strategic Outline Business Case (SOBC) for mass transit by December 2021 for submission to PAT by first quarter 2022	Head of Transport Policy	The principles of inclusivity, diversity and equality are incorporated into the route options and design with an initial set of indicators presented as part of the SOBC.	<b>GREEN</b>	Mass Transit SOBC was submitted December 2021	The Mass Transit Vision Document and Strategic Outline Business Case (SOBC) is due to be considered by the Combined Authority in March 2022. The Vision Document, SOBC and future Outline Business Cases will consider a number of areas where inclusive, diversity and equality can be incorporated into the delivery, including: an affordable fare structure; maximising local supply chains and skills; new jobs and training opportunities; accessible infrastructure and a service offer that provides a real alternative to the car. The design will focus on creating a safe and welcoming space and environment for all
TR6	Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices	<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							
50	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	A M B E R	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.	G R E E N	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	G R E E N	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>	G R E E N	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		
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				<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>	GREEN	<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>	GREEN	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		
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				on the new Police and Crime Plan by 30th November 2021			refined, following the Panel's feedback, before formal publication in March 2022.
EP2	Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money.	Commissioning strategy in place based on Needs Assessment. Continual monitoring of external spend through returns to ensure Value for Money and successful delivery on agreed outcomes.  Recommission 2 key contracts by April 2023 and offer and manage financial assistance by way of grants	Head of Policing and Crime	Open and transparent bidding process. Consideration of EDI Internal challenge through internal commissioning group.  Currently considering what EDI performance measures could be measured based on the records we received from our providers. This information will be available by 31 <sup>st</sup> March 2022.	<b>GREEN</b>	On track	Currently manage total funding of £12m for 2021/22 with 20 Contracts with a total value of £2.7m and 116 Grants with a total value of £9.3m. Further Ministry of Justice funding has been announced for additional Independent Sexual Violence Advisers and Independent Domestic Violence Advisers (amount to be confirmed).
EP3	Work with community safety and criminal justice partners to ensure joined up local priorities.	Specialist advisor within P&C department. Comprehensive partnership meetings in place covering all 16 priorities within the Police and Crime Plan. Violence Reduction Unit (VRU) working through a Public Health Approach.  Secure both an effective partnership response to Community Safety and improvements in the criminal justice system by 2024	Head of Policing and Crime	Equality, Diversity and Inclusivity is a key consideration of all partnership boards Police and Crime department sit on.  Currently considering what EDI performance measures could be measured based on the records we received from our providers. This information will be available by 31 <sup>st</sup> March 2022.	<b>GREEN</b>	On track	Work continuing with safeguarding partners, CSPs, Local Criminal Justice Board, Partnership Executive Group and the monitoring of compliance with statutory duties.  Recruitment planned of specialist policy officers to support the Violence against Women and Girls, Criminal Justice and Victims and Witnesses workstreams.
EP4	Provide strategic financial oversight to ensure appropriate use of the policing budget and to address the financial implications of the Covid pandemic.	Annual accounts to be approved and signed off by March 2022. Understanding of key driver eg, CSR and impact of medium and long term resourcing of WYP.  Advise the Mayor about the setting of the police budget and the policing precept by 31st January 2022	Head of Policing and Crime	The needs assessment is being updated to include information and data from partnerships and key is WYCA data dashboard and this will be completed by 31st March 2022.	<b>GREEN</b>	On track	Monthly meetings are being arranged with WYP's Chief financial officer and a finance business partner position has been created to work closely with the policing and crime team  Monthly meetings taken place with the Chief Constable, DMPC and Statutory Financial Officers to discuss budget for 2022-23.  The Mayor's precept survey returned overall support for the proposed precept proposal (62%). The Police and Crime Panel supported the Mayor's precept proposal unanimously (04/02/2022).



Ensuring Effective and Efficient Policing: Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire							
Business plan objective		2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance		
					Current result/RAG		Notes
EP5	Ensure meaningful and inclusive community engagement on policing and crime issues.	<p>Consultation and engagement plan in place within Policing and Crime and VRU.</p> <p>Engagement Plan in place. Target to complete all actions within the Plan by 31st March 2022</p>	Head of Policing and Crime	Collect diversity data on Police and Crime Plan engagement - target is to ensure that the consultation is reflective of the population of West Yorkshire and this is done by 30th November 2021.	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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**Report to:** Finance, Resources and Corporate Committee

**Date:** 3 March 2022

**Subject:** Integrated Corporate Systems

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

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

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

## 1. Purpose of this report

- 1.1 To provide initial information on one of the key corporate projects for the coming year – Integrated Corporate Systems (ICS).

## 2. Information

### Section Heading

- 2.1 Integrated Corporate Systems (ICS) has been approved for development and implementation in the coming year. It will replace ageing HR, Finance and payroll systems with one new integrated system. The current systems have been in place for many years and do not reflect the needs and requirements of the current organisation.
- 2.2 The chosen supplier is TechnologyOne who have a system designed for local government and which is in use at a number of local authorities. It provides a modern system empowered by workflows that provides effective and efficient processes and a high degree of self service for all employees. It can be accessed from any location via mobile apps or online self service so can be easily used even for those without access to a corporate laptop.

- 2.3 The approach being taken is to use the product 'out of the box' as far as possible, and adapting current business practice to make full use of the efficiencies the system will provide. The integration will remove some of the current duplication of records between HR and payroll for example and the improved access to information for everybody will reduce the need for teams to produce bespoke reports on a range of HR and finance data.
- 2.4 The procurement process saw a detailed requirements capture exercise from across the organisation and following the conclusion of the project approvals and procurement, work on detailed planning and assembling the required team has progressed.
- 2.5 The first main stage of the project is now commencing, with configuration design workshops underway. Key milestones are set out below.

Activity	Date (all 2022)
Configuration design workshops	1 January – 30 April
Sign off configuration	12 May
Build and implementation	17 May -12 August
Acceptance testing	19 August – 30 September
Staged deployment	30 September – 31 October
Go live	31 October
Handover and project closure	21 December

- 2.6 This is a significant project that will change ways of working across the organisation. A business change and training element is core to the project plan and user groups and a communications plan are being established to ensure that the delivered product meets all requirements across the organisation and that there is full engagement throughout the year.
- 2.7 A key benefit of the new system will be improved reporting and management information on financial matters and people management, providing immediate up to date information to managers and decision makers and removing the reliance on central teams producing information as requested. Dashboards covering a range of corporate performance areas will be developed for each directorate and for the organisation.

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

- 3.1 None arising directly from the report

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

- 4.1 The procurement evaluation included consideration of a social value contribution which will be monitored throughout the contract delivery.

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

- 5.1 The new technology will be accessible to all. It will also enable improved reporting on a range of topics including HR data on workforce.

## **6. Financial Implications**

- 6.1 Approval has been given to the project development and implementation costs of £1.7 million through the Assurance Framework.

## **7. Legal Implications**

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

## **8. Staffing Implications**

- 8.1 A project team is in place, including employees from the corporate teams and user groups to engage with the full organisation are being drawn together

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.

## **10. Recommendations**

- 10.1 That the Committee notes the report and considers the information provided.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

None.

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