

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 8 JUNE 2022
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS, LS1 2DE**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXEMPTION OF THE
PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 5 APRIL 2022**
(Pages 1 - 6)
- 5. FINANCIAL REPORTING**
(Pages 7 - 12)
- 6. CAPITAL SPENDING AND PROJECT APPROVALS**
(Pages 13 - 50)
- 7. CORPORATE PLANNING AND PERFORMANCE**
(Pages 51 - 78)

Signed:



**Managing Director
West Yorkshire Combined Authority**

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**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES, AND CORPORATE COMMITTEE
HELD ON TUESDAY, 5 APRIL 2022 AT LARGE MEETING ROOM,
WELLINGTON HOUSE, 40-50 WELLINGTON ST, LEEDS, LS1 2DE**

Present:

Mayor Tracy Brabin (Chair)
Councillor James Lewis
Councillor Shabir Pandor
Councillor Tim Swift MBE

West Yorkshire Combined Authority
Leeds City Council
Kirklees Council
Calderdale Council

In attendance:

Ben Still
Angela Taylor
Melanie Corcoran
Dave Pearson
Faye Barker
Lorna Jones
Ben Kearns

West Yorkshire Combined Authority
West Yorkshire Combined Authority

41. Apologies for Absence

Apologies for absence were received from Councillor Hinchcliffe, Councillor Jeffery, and Sir Roger Marsh.

42. Declarations of Disclosable Pecuniary Interests

There were no declarations of pecuniary interest at the meeting.

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

1. To highlight Appendix 3 to Agenda Item 5 which officers have identified as containing exempt information within the meaning of Schedule 12A to the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.
2. To consider whether or not to accept the officers' recommendation in respect of the above information as set out in paragraph 7.1 of Agenda Item 5.
2. If the recommendation is accepted, to formally pass the following resolution:-

RESOLVED – That in accordance with paragraph 3 of Part 1 of Schedule 12A to the

Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 3 to Agenda Item 5 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

44. Minutes of the Meeting held on 3 March 2022

Resolved: That the minutes of the meeting held on 3 March 2022 be approved.

45. Financial Update

Members considered a report that set out the current financial position. A revised gainshare forecast was attached at appendix 1 and now included indicative funding allocations to the investment priorities. Members noted that it was proposed that no revenue would be used at this point to allow borrowing to take place, although it could commence if a suitable pipeline was found.

Members were updated on the 2021/22 financial outturn ahead of year end finalisation and noted that savings due to lower payments on concessionary travel would be ringfenced to support future bus activity.

Core funding for LEPs had been halved by Government but the Combined Authority had underwritten the budgets of certain teams within the Economic Services directorate. Members were supportive of this approach and recognised the valuable work the various teams provided for the region.

Members welcomed the paper presenting the increased scale of capital spend but also noted the challenges of delivering the capital programme against a backdrop of increasing inflation and costs when funding from Government was fixed.

Resolved:

(i) That the financial position be noted.

(ii) That the recommendation outlined in the exempt discussion be approved.

46. Bus Funding

Members considered a report which set out the current position regarding bus service funding. Government had announced additional transitional funding for 6 months starting 1 March but had made it clear that no further funding would be made available.

As a condition of that funding Government had asked that Local Transport Authorities and bus operators to collaboratively undertake a sustainability review to determine a network in autumn which reflects the new level of demand and travel behaviours.

Members discussed the approach to the sustainability review which included a revised criteria which determined which bus services received Combined Authority funding, the commissioning of independent advisors to model different scenarios, and identify which commercial services were at risk to take decisions on bus service support from October 2022 onwards.

Members discussed the need for analysis and some high level principles on what a future bus network should look like to grow patronage and provide a good standard of service across the region.

Resolved:

- (i) That the current position regarding bus funding and the implications for the Combined Authority finances be noted.
- (ii) That payments to be made under the English National Concessionary Travel Scheme in line with Government guidance be endorsed.
- (iii) That the approach to review bus service sustainability ahead of the end of Government bus funding be noted and endorsed.

47. Corporate Plan and Key Performance Indicators 2022/23

The Committee considered a report which provided an update on the development of the Corporate Plan 2022/23 and Corporate Key Performance indicators 2022/23.

Members noted that the Corporate Plan would include strategic targets and ambitions for the region. It was proposed that the final approval for the Corporate Plan would be delegated to the Mayor and the Managing Director and a copy of the final document would be shared with the Committee at its next meeting.

The Corporate Key Performance Indicators for 2022/23 were attached at appendix 2 to the submitted report and would be routinely monitored throughout the year with the Committee receiving a quarterly summary of progress. The strategic KPIs would contain quantified Equality, Diversity, and Inclusion targets to demonstrate action.

Members discussed the use of the Corporate Plan to set out a vision for the region over several years along with some specific targets relating to the Combined Authority's specific contribution. Members discussed the way in which the Corporate Plan was presented to the Committee and the need for it to be clear and the possibility to use case studies to illustrate the detail behind the KPIs and taking one KPI to each meeting to look at in more detail.

Resolved:

- (i) That the update on the development of the Corporate Plan 2022-23 and Key Performance Indicators 2022-23 be noted.
- (ii) That final approval for the Corporate Plan is delegated to the Mayor

and the Managing Director and that a copy of the final document is shared with the Finance, Resources and Corporate Committee at their June meeting, for information.

- (iii) That the proposed Corporate KPIs for 2022/23, as set out in Appendix 2, be endorsed.

48. 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:

- Greener Together
- Bradford Literature Festival

Resolved:

- (i) That in respect of Greener Together the Finance, Resources, and Corporate Committee approved that, subject to the conditions set by PAT:
- a) The Greener Together scheme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).
 - b) Full approval for the Combined Authority's contribution of £306,604, funded from the Combined Authority's Gainshare allocation is given. Total scheme value is £461,648.
 - c) The Combined Authority enters into a funding agreement with Newground CIC for £306,604.
 - 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.

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

- e) A carbon impact assessment should be undertaken as part of evaluation (DP7).
 - f) Information on quantified benefits should be provided and social VfM should be calculated using the national Themes Outcomes and Measures framework for reporting social value (TOMS) as part of evaluation (DP7).
- (ii) That in respect of the Bradford Literature Festival the Finance, Resources and Corporate Committee approved that, subject to the

conditions set by PAT:

- a) The Bradford Literature Festival scheme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on delivery.
- b) Approval to the Combined Authority's contribution of £250,000 is given. The total scheme value is £1,892,340.
- c) The Combined Authority enters into a funding agreement with Cultured Squared CIC for expenditure of up to £250,000.
- 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.

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

- a) Conclusion of satisfactory due diligence
- b) Previous evaluations to be shared with PMA
- c) Monitoring and evaluation plan agreed and implemented.

49. Staff Engagement

Members considered a report which provided an update on the Combined Authority's approach to staff engagement.

Members discussed the findings of the staff survey and recognised the areas that needed to be improved as well as the positive responses. Members noted the action already undertaken in response to the survey including the feedback sessions, engagement events, and a communications plan to update staff with progress.

Members discussed alternate ways to engage staff including highlighting the work of the Mayor and of the Combined Authority's social value.

Resolved: That the update on the approach to going forward, and the progress to date, be noted

50. Modern Slavery Statement

Members considered a report that set out a Modern Slavery Statement for the Combined Authority.

The Modern Slavery Statement was attached at Appendix 1 to the submitted report and members noted that it had been drafted to complement the Modern Slavery Statement for West Yorkshire Police.

Resolved:

- (i) That the Modern Slavery Statement be approved.
- (ii) That it is published externally on the Combined Authority website and the Modern Slavery register on the official .gov domain.



Report to: Finance, Resources and Corporate Committee

Date: 8 June 2022

Subject: **Financial Performance Report**

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 consider the latest financial position for 2021/22 and emerging inflationary and other financial pressures identified for the coming years.
- 1.2 To advise the Committee of a planned delay to the external audit process for 2021/22.

2. Information

Financial Outturn 2021/22

- 2.1 The 2021/22 financial year was a challenging one for the Combined Authority, as the Mayoral election and devolution of powers came into being in May 2021, along with the integration of the Police and Crime Commissioner functions. Covid restrictions continued to stay in place for the start of the year, having an impact on bus patronage recovery.
- 2.2 The financial year 2021/22 has now been closed and final reviews and checks are underway. As previously reported the final position is expected to be a contribution to reserves of between £2.5 million and £3 million and a further update will be provided to the meeting. This is primarily due to salary savings in excess of the vacancy target alongside underspend within the concessions budget, reflecting both the recovery of bus patronage in the region and the re-

basing of the reimbursement calculations. A full detailed report will be made available to FRCC at the next meeting in July.

- 2.3 A full position on capital spend will also be provided to that meeting, with initial figures showing spend down a little on that forecast but higher than previous years. Adjustments will be made between funding streams as in previous years to ensure all funding is maximised within the prescribed timescales for expenditure.
- 2.4 Members are reminded that at the Combined Authority meeting in February 2022, approval was given to set up a ringfenced reserve with the forecast underspend in concessions against budget, in preparation for funding the ongoing difficulty of post Covid recovery in the bus service industry.
- 2.5 In addition to the above and considering known financial pressures, it is recognised that if there is an opportunity then it would be prudent to further allocate funds into earmarked reserves, particularly to be able to respond to ongoing financial uncertainties and challenges, of which the greatest is the emerging position on inflation.

Budget 2022/23 – Financial Pressures

- 2.6. It is anticipated that a small surplus will be transferred into reserves from 2021/22. Consideration is being given to using some of this to support ongoing strategic pressures, including learning and development and organisational development work.
- 2.7 These need to be considered in the wider context of available reserves and how these are to be managed within the current and future financial years, through reforecasting and budgeting, given that currently budgets after 2022/23 are not balanced and are in a deficit position.
- 2.8 There are still significant financial uncertainties and challenges which may require mitigation through contingent reserves, including cliff edge funding, inflation and post-COVID pressures as outlined below.

Cliff Edge Funding

- 2.9 This continues to be a risk, specifically in Economic Services. The Growth Service team had its annual 22/23 BEIS grant funding cut by 50% compared to last year. This was identified as a risk in preparing the budget, and as such the team has been underwritten by WYCA for one year pending clarification on the funding being made available from Government and other funding opportunities identified. There are a further 10 projects due to finish in 2022/23, and consideration will need to be given to funding these in other ways, moving staff on to other funded work or reducing staff numbers.

Inflation

- 2.10 Rates in the UK hit 9% in April of this year, and are set to reach 10% in Q2, with expectations of further increases to come. This will have impacts on a wide range of budgets, some of which have already included an element of inflation, though these are based on assumptions made last year and are thus at risk of being too low for the coming year.
- 2.11 The Commercial team has undertaken a review of the larger and more strategic 'gold' contracts to consider the risk of large inflation rises on both contract renewals (which have indexation built in) and for retendering, excluding bus and capital infrastructure delivery contracts. A number of contracts are fixed price but of those due to be retendered or with indexation increases due later in the year there is a potential increase in 2022/23 of over £1 million above the budgeted amounts. This increases significantly in future years, particularly when the existing electricity contract is due for renewal next year.
- 2.12 Alongside this, non-commercial budgets such as employee costs are also budgeted at varying rates of inflation. For example, in line with the approach taken by the West Yorkshire local authorities, salary inflation was assumed to rise at 2% annually. Every additional 1% over this would cost WYCA an additional £0.3m.
- 2.13 There will be some relief from the full impact of these rises on the investment income, as investment rates are expected to increase alongside inflation, and we are still holding significant cash balances which will generate additional interest above that budgeted.
- 2.14 Further work is now taking place across the organisation to consider the impact of these expected changes and start to feed into an updated medium term financial strategy that will be considered over the summer and into autumn when detailed budget planning needs to take place.
- 2.15 A separate piece of work is underway to compile a full review of the impact inflation may have across the current and future capital programme and will be providing a detailed update on this later into the summer.

Covid

- 2.16 Covid and new working patterns continue to suppress bus patronage. Government support grants received in 2021/22 to maintain operator payments at pre-Covid levels will be wound down in the second part of 2022/23, with an expectation that bus usage will recover, however if this fails to materialise then there is a risk bus operators will struggle to maintain all current routes at budgeted levels. Alongside this, bus driver shortages and increasing fuel costs will continue to put pressure on operator profits, which could also lead to cuts in services.

External Audit 2021/22 Update

- 2.17 The transfer of the Police and Crime functions to the Combined Authority from 10 May 2021 introduces new complexities to the preparation of the annual accounts, introducing a consolidated Combined Authority Group accounts including West Yorkshire Police. This will cover the period from 10 May 2021 for police funds and from 1 April 2021 for the Combined Authority's general fund.
- 2.18 There has been an ongoing issue nationally across local authority accounts audits. Last year, only 9% of local authority accounts in England met the audit publication deadline of 30 September 2021 (the Combined Authority is one of the few in the country to have met this deadline). As a result, the government has extended the statutory deadline for audit completion for 2021/22 to November 2022.
- 2.19 At the last Governance and Audit Committee Mazars, the external auditors, advised of a particular complication arising as a result of the delay in West Yorkshire Police's audit completion for 2020/21 (by Grant Thornton which only concluded on 29th April 2022). This has prevented Mazars, who will also be the auditor for West Yorkshire Police from this year, commencing any audit handover and preparation work on the West Yorkshire Police accounts and they are now focussed on NHS audits, to be followed by more routine audits. Audit work will therefore not commence until the end of the year and it is proposed that the year-end accounts for 2021/22 will be signed off for both the Chief Constable and the Combined Authority in January 2023.
- 2.20 The finance teams from the Combined Authority and West Yorkshire Police are working well together and currently are preparing the draft accounts, aiming for the statutory deadline at end of July and available for public inspection on 1 August 2022.
- 2.21 An audit progress report from Mazars with a more detailed audit plan will be presented and discussed at the upcoming Governance and Audit Committee meeting, with that Committee overseeing the external audit process.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

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

7 Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the Committee notes the financial risks covered in section 3 and to consider further increasing the contingent reserves to protect against the impact of these in upcoming financial year.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

None.

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Report to: Finance, Resources and Corporate Committee

Date: 08 June 2022

Subject: **Capital Spending and Project Approvals**

Director: Melanie Corcoran, Director of Delivery

Author: Craig Taylor, Head of Portfolio Management and Appraisal

1 Purpose of this report

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

2 Impact of COVID-19

- 2.1 With the impact of COVID-19 on the region and its economy, it is more important than ever to assess the changes to the landscapes of our towns and cities and the impact on current and future planned schemes, particularly, but not exclusively, those relating to transport.
- 2.2 We will continue to stress test the schemes as part of scheme appraisal, given external factors such as the effects of COVID-19, supply chain issues, material costs and supply, which can impact on our schemes, costs, benefits and demand.

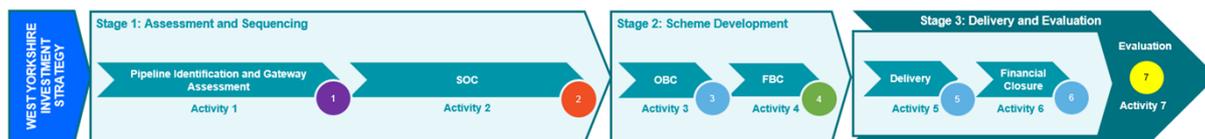
3 Tackling the Climate Emergency Implications

- 3.1 The Combined Authority has taken action to ensure all decisions we make include Climate Emergency considerations. The Combined Authority:
 - Has strengthened how clean growth and climate change impacts are considered as part of all schemes that come through the Combined Authority's Assurance Framework.

- Requires LEP and the Combined Authority reports to include clean growth / tackling the Climate Emergency implications, including qualitative impact assessments.
- 3.2 To fully strengthen decision making across the whole of the Combined Authority's Assurance Framework a robust, quantifiable methodology and tool for assessing all new schemes predicted carbon emissions/wider clean growth impacts is being developed.
- 3.3 Work to complete the toolkit methodology is now complete and the toolkit and its guidance are being implemented into the Assurance Framework. The draft assessments of a selection of existing capital schemes progressing through the assurance process are being discussed with relevant scheme sponsors ahead of the publication of this part of the project by July 2022. This phased approach to the publication of the key components of the Carbon Impact Assessment project recognises the delays due to difficulties encountered carrying out carbon impact assessments on an initial subset of schemes. This has allowed the consultants to take these challenges into account in making improvements to the methodology. The work also involves the development of training and support material to ensure carbon assessment is properly embedded in the assurance process.
- 3.4 Clean growth, including climate change, impact assessment / considerations are all now included in all Capital Spending and Project Approvals reports. This ensures that the business cases now reflect the Leeds City Region Climate Emergency priority and evidence that they will reduce carbon emissions (both directly and indirectly).

4 Report

- 4.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. These schemes have a funding value of £13,509,315 when fully approved, of which £13,284,315 will be funded by the Combined Authority. A total expenditure recommendation to the value of £590,970 is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.
- 4.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project-by-project basis.
- 4.3 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.



Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

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

must be developed in consistency with the agreed ASR. The scheme will be presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.

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

Stage 3: Delivery and Evaluation

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

Value for Money - Benefit Cost Ratios

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

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

Scheme Summaries

<p>Inclusivity Champion West Yorkshire</p>	<p><u>Scheme description</u></p> <p>This project will fulfil the Mayor's election pledge to appoint an Inclusivity Champion, who will work to ensure the region's recovery benefits us all. The scheme will be developed in two phases. Phase one will identify and appoint the person with the necessary skills and experience to fulfil the role of Inclusivity Champion. This person will shape an ambitious work programme, including the commissioning of specific pieces of research activities and the preparation and delivery of action-based plans.</p> <p>The scheme will return to Committee for approval for phase two, which will cover the implementation of the inclusivity plan.</p> <p>This scheme will be funded by Gainshare and a partnership contribution from the West Yorkshire Health and Care Partnership.</p> <p><u>Impact</u></p> <p>The Inclusivity Champion's work will primarily benefit the communities that currently experience inequality and barriers to opportunities. Key areas of impact are improvements in wellbeing, connectivity and accessibility, transferable and relevant skills and good work.</p> <p>In addition equality, diversity and inclusion will be embedded in the Combined Authority's work and processes to continue to grow an inclusive economy.</p> <p><u>Decision sought</u></p> <p>Approval for Phase 1 to proceed through decision point 2 to 4 (business justification case) and work commence on activity 5 (delivery).</p> <p>Total value of the scheme - £625,000</p> <p>Total value of Combined Authority funding - £400,000</p> <p>Funding recommendation sought - £175,000</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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<p>TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor</p> <p>Kirklees</p>	<p><u>Scheme description</u></p> <p>The scheme will provide infrastructure improvements on the A638 corridor between Oakenshaw and Dewsbury via Cleckheaton, Littletown and Heckmondwike and the parallel section of the Spen Valley Greenway and Spen Ringway.</p> <p>The scheme will deliver improved journeys for bus users, pedestrians and cyclists between Heckmondwike and Cleckheaton town centres, with some additional minor improvements between Dewsbury and Heckmondwike and to the north of Cleckheaton. The scheme will support walking, cycling and bus travel and will encourage a reduction in private car travel to reduce carbon emissions and improve local air quality.</p> <p>This scheme will be funded by the Transforming Cities Fund (TCF) and the Active Travel Fund (ATF).</p> <p><u>Impact</u></p> <p>The scheme will deliver:</p> <ul style="list-style-type: none"> • A new 0.7km bus lane on the southbound approach of M62 Chain Bar roundabout • A new 2.1km cycle lane between Cleckheaton and Heckmondwike town centres • New signalised pedestrian crossings at key road junctions including Batley Road junction and Wakefield Road junction • Widening and resurfacing of the Spen Valley Greenway and Spen Ringway • New and improved lighting along the Spen Valley Greenway • Landscape improvements at key locations along the corridor • Wayfinding improvements <p>The preferred option for the scheme forecasts a Benefit Cost Ratio (BCR) of 0.72:1, which indicates 'poor' value for money. However, the scheme will support local strategic priorities, including the development of 15 sites along or adjacent to the corridor that account for 1,035 new homes, four employment sites and nine priority employment areas.</p> <p>A significant proportion of user benefits from bus, cycle and pedestrian enhancements will benefit the most deprived and disadvantaged communities. It is anticipated that children and people with reduced mobility will benefit, particularly with regards to safety improvements and improved accessibility to local amenities.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £12,884,315</p> <p>Total value of Combined Authority funding - £12,884,315</p> <p>Funding recommendation sought - £415,970</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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5 Information

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

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

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

Projects in Stage 1: Assessment and Sequencing

5.3 There are no schemes to review at this stage.

Projects in Stage 2: Development

Project Title	Inclusivity Champion
Stage	1 and 2
Decision Point	2 to 4 (business justification case)

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

Background

5.4 This project will be funded by the Combined Authority's Gainshare funding as part of the devolution agreement to support regional objectives. The fund is allocated in accordance with the West Yorkshire Investment Strategy (WYIS) investment priority areas. These are underpinned by three cross cutting themes; tackling inequalities; inclusive growth; and tackling the climate emergency.

- 5.5 The project has also received a funding contribution from the West Yorkshire Health and Care Partnership (WYHCP). WYHCP works to bring together the local NHS, councils, and communities to improve joint working with the aim to further improve health and care for the 2.4 million people living across the areas of West Yorkshire and Craven. Collaboration with WYHCP is centred around shared ambitions to tackle the wider determinants of inequalities, and close alignment with the Combined Authority's Plan, in particular 'we will strengthen local economic growth by reducing health inequalities and improving skills, increasing productivity and the earning power of people and our region as a whole.'
- 5.6 The Mayor was elected in May 2021 with a manifesto pledge to appoint an inclusivity champion to ensure the region's post COVID-19 recovery benefited everyone. The Combined Authority's Corporate Plan for 2021/22 also reflects this ambition to continue to transform the economy to 'enable inclusive growth' to ensure as many people as possible contribute to, and benefit from our economic growth in our communities and towns.
- 5.7 Inclusive Growth is defined as enabling as many people as possible to contribute to, and benefit from, economic growth. It embeds the key perspectives of individuals that face barriers to securing good work, including those with protected characteristics, but also, of our communities, facing deprivation, inequality, and exclusion, as defined by either specific places, or groups through their shared interests, or collective identities.
- 5.8 West Yorkshire underperforms against the national average in respect of many inclusive growth indicators measured against the Combined Authority's Inclusive Growth Framework. There is considerable inequality between population groups and areas within the region. There is a risk that the pandemic could undermine progress and worsen existing disadvantage and inequalities, as well as recent problems caused by the ongoing cost-of-living crises. These are reported in the State of the Region Report, as for example in West Yorkshire:
- Too many working age people are not in work, we are below the national employment rate, and this gap is greater for ethnic minorities and people with disabilities.
 - Life expectancy is lower than the England average.
 - Too many people are working in poor quality jobs that do not meet the Office for National Statistics (ONS) definition of Good Work.
 - Too many people are not paid enough to make ends meet, 20% are paid less than the Real Living Wage rate, and some household incomes are way below the national average.
 - Too many people are suffering from poor mental health, we have a higher proportion of people suffering from depression and anxiety when compared to the national average.
- 5.9 The Combined Authority has committed to work towards inclusivity, embedding equality, diversity, and inclusion, and growing an inclusive

economy across everything it does. The Combined Authority does not currently have the necessary skills and expertise to achieve real progress.

- 5.10 The scheme will be developed in two phases. Phase 1 will identify and appoint a person with the necessary skills and experience to the role of Inclusivity Champion., This person will shape an ambitious work programme, including the commissioning of specific pieces of research activities and the preparation and delivery of action-based plans. The scheme will return to Committee for approval for phase two, which will cover the implementation of the inclusivity plan.
- 5.11 At the July 2021 meeting of the Combined Authority £400,000 was indicatively approved from Gainshare funding.
- 5.12 A summary of the scheme's business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 5.13 There are no direct implications for the Climate Emergency from the scheme to appoint an Inclusivity Champion.

Outputs, Benefits and Inclusive Growth Implications

- 5.14 The project outputs and benefits for phase 1 include:
- Procurement of a search and selection process to appoint an Inclusivity Champion. Review of the region's current arrangements and capacity to develop a work programme and inclusivity action-based plans for the West Yorkshire region.
 - Identification of necessary support roles for the implementation of the action-based plans in phase 2.

Equality and Diversity Implications

- 5.15 This project implements a Mayoral pledge to appoint an Inclusivity Champion. It will improve equality and diversity within West Yorkshire by bringing relevant knowledge and expertise into the Combined Authority. Once appointed the Inclusivity Champion will create a work programme and action-based plans that will be work towards real positive change.

Risks

- 5.16 The scheme risks include:
- The search and selection process fails to identify suitable candidates with the right knowledge or abilities to fill the Inclusivity Champion role. This is mitigated by using the lessons learnt by other regions to appoint similar champion style roles and appointing via an open process of tendering or direct appointment. This is a rigorous, open and well established process that enables more flexible approaches of appointment.

- Insufficient consensus amongst partners and stakeholders on the scope of the project and role and priorities of the Inclusivity Champion. This is being mitigated by early consensus building and consistent cross-partner representation in the development of the Inclusivity Champion role, search and selection process and governance structures.
- Insufficient time within the tenure of the elected Mayor to deliver the anticipated step change in inclusion, which the role and funding are aligned to. Mitigated by ensuring that the project has the capacity and expertise to deliver an achievable work plan, and by the embedding of the knowledge, skills and values into internal structures to ensure continuation of inclusive growth in the planning and implementation of future Combined Authority programmes.

Costs

- 5.17 At the July 2021 meeting of the Combined Authority £400,000 was indicatively approved from Gainshare funding.
- 5.18 The scheme costs for Phase 1 and 2 are £625,000. Of this, £400,000 will be funded by the Combined Authority's Single Gainshare Fund and £225,000 will be funded by the West Yorkshire Health and Care Partnership.
- 5.19 Approval of Phase 1 funding of £175,000 is sought.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification) Phase 1	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	08/06/2022
2 to 4 (business justification) Phase 2	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	31/01/2023
5 (delivery) Phase 1 and 2	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2024

Other Key Timescales

- 5.20 The Inclusivity Champion scheme is about bringing in expertise and providing leadership in this area for a term that coincides with the remainder of the Mayor's term of office and so will end on 31 March 2024. At that point the forward plan and pipeline of deliverable interventions should be in place as an

output from this project and the consultation and research it has enabled through the inclusivity knowledge gained.

Assurance Tolerances

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

Appraisal Summary

- 5.21 The Business Justification and the external research that form a context to it put a compelling case for the need to act on inclusivity and set up the role and it also supports the Mayoral pledge. The project sits at the heart of the strategy and policies of the Combined Authority and has a strong correlation to what the funding partner WYHCP is trying to achieve as economic inclusion is one of its 10 ambitions. Despite the project having a small budget – which is why it has come forward as a Business Justification – it has a reach and political profile which punches well beyond the weight of its finances. Many of the project’s benefits will be non-financial and the risks of it going wrong and disappointing people if it is not set up right at the outset with a well-defined scope and clear objectives are considerable which is why the scheme has been phased.
- 5.22 The project will start a step change on inclusivity in the City Region by raising its profile both internally and through our many stakeholders and partners.
- 5.23 The strategic case demonstrates fit with Combined Authority strategy and policy and the justification also goes wider than this as national themes on inclusion and the current political focus on Levelling Up is very relevant, as is the activity of other City Regions on this agenda.
- 5.24 Overall, there is a risk the project may overpromise and underdeliver because the strategic ambition set for it is broad. Creating a Benefits Realisation Plan once the Inclusivity Champion (permanent or interim) has been appointed, the necessary supporting capacity put in place, a work programme agreed and agreeing how this project will be evaluated for success will assist in firming up the scope, focus and financial/non-financial objectives and benefits. This will allow prioritisation of activities and the effective engagement and communication with stakeholders going forward, particularly Local Authority Partners and the Inclusivity Leads on the six thematic committees of the Combined Authority.

Recommendations

- 5.25 The Finance Resources and Corporate Committee approves that:

- (i) The Inclusivity Champion scheme (Phase 1) proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) An indicative approval to the Combined Authority's contribution of £400,000 is given. The total scheme value is £625,000.
- (iii) Approval to the Combined Authority's contribution of £175,000.
- (iv) 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.

Project Title	TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor
Stage	2 (development)
Decision Point	3 (outline business case)

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

Background

- 5.26 This scheme will be funded through the Department for Transport's Transforming Cities Fund (TCF). As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the TCF aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England's largest cities. This scheme will be funded through Tranche 2 of the fund, which received Department for Transport's approval in March 2020.
- 5.27 The TCF programme is organised into three themes which focus on improving public transport and cycling corridors, improving accessibility to key locations, and improving transport hubs and interchange facilities.
- 5.28 The TCF Dewsbury Cleckheaton Sustainable Travel Corridor scheme focuses on the A638 corridor which extends approximately 8.4 kilometres between Oakenshaw in the north, through Cleckheaton, Littleton and Heckmondwike to Dewsbury in the south at the junction with Dewsbury Ring Road.
- 5.29 The A638 comprises a key route for the district, as it provides a strategic east-west link between Dewsbury and Bradford, as well as facilitating onward connectivity across the wider region via the M62 Chain Bar interchange.
- 5.30 It is a popular commuting route linking residential areas with employment, light industry sites and several town centres along the route. Dewsbury Hospital, Heckmondwike Grammar School and Kirklees College are key destinations along the corridor that generate a high volume of car and walking trips. Cleckheaton Bus Station and Heckmondwike Bus Hub are also located on the A638 within the extent of the proposed scheme.

- 5.31 The A638 corridor also runs parallel to a section of the Spen Valley Greenway (SVG), a popular walking and cycling path that forms part of the National Cycle Network Route (NCN) 66 and the Spen Ringway (SR), an off-road walking and cycling route along the disused railway line from Ravensthorpe to Leeds.
- 5.32 High traffic volumes on the A638 Dewsbury – Cleckheaton corridor, due to increased reliance on car travel and lack of viable travel alternatives, cause congestion issues contributing to poor local air quality and increased transport-related carbon emissions. Although many bus services travel along or across the A638, there are only two small sections of bus lanes and limited bus priority along the route. Long queues and significant delays are experienced by bus users during peak periods on the southbound approach to Chain Bar roundabout.
- 5.33 Current on-road cycling provision is limited to advisory cycle lanes of approximately one kilometre in length to the south of Cleckheaton. These are parallel to on-street parking and not segregated from the highway causing safety concerns. Existing footway provision and pedestrian infrastructure along the corridor are also below standards with very narrow pavements and a lack of safe crossing facilities at several key junctions.
- 5.34 The scheme proposes several interventions along the A638 route as well as the parallel off-road routes of Spen Valley Greenway and Spen Ringway, focusing on providing better connected, enhanced cycling infrastructure and pedestrian facilities, as well as introducing bus priority measures to encourage higher uptake of cycling and walking for local communities, improve current bus journey times and enhance safety for pedestrians, cyclists and bus users.
- 5.35 The core package of improvements includes the following interventions:
- 0.7km bus lane on the southbound approach of M62 Chain Bar roundabout.
 - 2.1km cycle lane between Cleckheaton and Heckmondwike town centres.
 - Four new pedestrian refuges (crossing islands) between Chain Bar Road and John William Street.
 - New zebra crossings on Market Street and Northgate.
 - Six new signalised pedestrian crossings.
 - Six new or upgraded signal-controlled junctions.
 - 0.2km of footway widening outside Heckmondwike Grammar School.
 - Pedestrianisation and public space enhancements of Northgate near to Market Street.
 - Upgrade of six bus stops to smart bus stops, between Chain Bar roundabout and Leeds Road.

- Conversion of several existing disused green spaces to pocket parks (small green spaces open to the general public) including some limited tree planting.
 - 8.5km of widening and resurfacing of the Spen Valley Greenway.
 - 13 access improvements between the Spen Valley Greenway and A638 and seven access improvements between Spen Ringway and A638, including wayfinding and signage improvements.
 - New and improved lighting along the Spen Valley Greenway.
- 5.36 The scheme will support improve accessibility as 15 development sites that account for 1,035 new homes, four employment sites and nine priority employment areas are developed, as identified by Kirklees' Local Plan.
- 5.37 The full business case (FBC) for the scheme is to be phased. The first phase will include the off-highway works on the Spen Valley Greenway and Spen Ringway. The second phase will cover the on-highway works on the A638.
- 5.38 The scheme aligns with the four priorities of the Strategic Economic Framework (SEF), primarily contributing to deliver 21st century transport infrastructure by encouraging walking, cycling and bus travel through the provision of safer, enhanced and better-connected cycling and walking routes as well as improved bus priority and infrastructure.
- 5.39 The scheme also aligns with the following Strategic Economic Framework priorities:
- Boosting productivity: This scheme improves connectivity which provides people with better access to jobs and opportunities.
 - Enabling Inclusive Growth: This scheme will deliver safety improvements and accessibility to local amenities, benefiting local residents, including vulnerable groups such as children and people with reduced mobility.
- 5.40 A summary of the scheme's business case and location map is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 5.41 By upgrading cycle infrastructure along the A638 and cycleways along the Spen Valley Greenway and Spen Ringway routes, alongside improving pedestrian facilities and enhancing bus priority throughout the corridor, the scheme is expected to encourage a higher uptake of cycling, walking and bus use within the area.
- 5.42 The scheme has the potential to lead to a slight reduction in carbon emissions due to forecast reductions in car usage because of people walking, cycling or using the bus instead. This reduction would be balanced against the potential carbon impact of building the scheme. The carbon impact will be further quantified and reported on at the full business case stage.

- 5.43 The scheme forms part of a wider planned investment into local transport infrastructure funded by the TCF programme, including the redevelopment of Dewsbury Bus Station and Heckmondwike Bus Hub and the Dewsbury Town Centre Walking and Cycling improvement project. Together, these schemes will encourage a greater change in how people travel, moving away from car travel to walking, cycling and travel by bus.
- 5.44 Environmental Impact Assessments have not been undertaken at this stage to fully capture and quantify carbon, air quality and noise impacts. This will be reported at full business case stage.

Outputs, Benefits and Inclusive Growth Implications

- 5.45 The scheme outputs and benefits include:
- An increase in bus usage on routes using the A638 by improving bus journey times along the corridor and making bus travel more attractive.
 - Reduced journey time variability along the A638 bus route ensuring that an increased percentage of buses run on time (arriving not more than 1 minute earlier or 5 minutes later than the scheduled time) making buses a more reliable transport alternative.
 - An increase in the number of trips undertaken on foot and increased user satisfaction of the pedestrian infrastructure along the A638 corridor and the Spen Valley Greenway/ Spen Ringway, through provision of improved pedestrian facilities and safety enhancements.
 - An increase in the number of trips undertaken by cycle and increased user satisfaction of the cycling infrastructure along the A638 corridor and the Spen Valley Greenway/ Spen Ringway, through provision of improved cycling facilities and safety enhancements.
 - A reduction in Nitrogen Dioxide (NO₂) levels in the scheme area to be under the UK air quality objectives thresholds of 40µg/m³ through reducing vehicle kms travelled by car on the local network and encouraging a switch to bus, walking and cycling.
- 5.46 The preferred option for the scheme forecasts a Benefit Cost Ratio (BCR) of 0.72:1, which indicates 'poor' value for money. Of the three options assessed in the outline business case, all three are estimated to offer 'poor' value for money with BCR's of between 0.51:1 and 0.72:1. This is in part due to the introduction of signalised junctions expected to lead to some delays to vehicle journeys. If these disbenefits are excluded then the value for money for the scheme is forecast to be 'low'.
- 5.47 A Social and Distributional Impact Assessment which has been undertaken which shows that a significant proportion of user benefits from bus, cycle and pedestrian enhancements will benefit the most deprived/disadvantaged population segments.

Equality and Diversity Implications

- 5.48 It is anticipated that vulnerable groups residing in the local area (including children and people with reduced mobility) will benefit significantly from the scheme, due to safety improvements and improved accessibility to local amenities including schools, hospitals, parks and community centres, all within walking distance of the A638 corridor.
- 5.49 The scheme also promotes inclusive growth by playing a key role in connecting the deprived communities residing around the corridor and most crucially, those Not in Employment, Education or Training (NEETs) to opportunities in Cleckheaton, Heckmondwike and Dewsbury as well as to key employment centres across the wider Leeds City Region, by providing better connectivity to Cleckheaton and Heckmondwike Bus Stations.

Risks

- 5.50 The scheme risks include:
- Risk of difficulties in securing required materials and significant cost escalation occurring due to inflation impact on costs of materials and/or limited availability because of Brexit and COVID-19. This will be partially mitigated through undertaking robust costing including contingency and benchmarking costs, whilst also ensuring continuous review of scheme costs.
 - Risk of programme slippage and cost increases if delays are encountered in appointing a construction contractor due to increased demand and limited availability within the construction market. This will be partially mitigated through early engagement with suppliers.
 - Risk of significant disruption to travelling public occurring during the construction period with adverse temporary impacts on noise, vibration and air pollution causing further public objections and increases to traffic management costs. This will be mitigated through early constructor involvement, development of construction management plans and network management with other local schemes that have similar construction timescales.

Costs

- 5.51 The total scheme cost is £12,884,315. Of the total scheme costs, £12,354,253 are to be funded through the Transforming Cities Fund (TCF).
- 5.52 The remaining costs of £530,062 are to be funded from the £1,983,983 allocation awarded to Kirklees Council in November 2020 from tranche two of the Department for Transport's Emergency Active Travel Fund (EATF). This amount will be utilised to fund access links improvements to the Spen Valley Greenway and Spen Ringway routes.
- 5.53 The cost of the preferred package option at strategic outline case (SOC) stage was £16,000,000. The package was split into two schemes to progress

separately at outline business case (OBC) stage, the TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor and TCF Heckmondwike Bus Hub. The TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor received an indicative allocation from the Combined Authority of £13,000,000.

- 5.54 The TCF programme review undertaken in June 2021 approved a reallocation of £1,000,000 of indicative funding from this corridor scheme towards the Heckmondwike Bus Hub, reducing the total indicative approval for this corridor scheme to £12,000,000.
- 5.55 A further TCF programme review undertaken in January 2022 requested an increase of £354,253 in indicative funding for this TCF A638 Dewsbury - Cleckheaton Sustainable Travel Corridor scheme to account for Combined Authority programme overhead costs. This was approved by the Place, Regeneration and Housing Committee on the 7 February 2022. Further, £1,983,983 was awarded to Kirklees Council by the Combined Authority from the Active Travel Fund in November 2020. Of this amount, £530,062 has been allocated by to this scheme. This increases the total indicative approval for this scheme to £12,884,315.
- 5.56 Total scheme development costs are estimated at £1,367,470 and development costs of £951,500 have been approved to date. Kirklees Council now requests approval of £415,970 (£340,970 development costs and £75,000 monitoring and evaluation costs) from the TCF programme to enable completion of full business case activities.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	08/06/2022
4 (full business case) Phase 1	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	25/11/2022
4 (full business case) Phase 2	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	19/05/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/06/2024

Other Key Timescales

Public Consultation

- Consultation on OBC preferred option: mid-February to mid-March 2022

Environmental Impact Assessment

- Environmental Impact Assessment July 2022

Procurement

- Early Contractor Involvement – Preliminary Design: June - August 2022
- Early Contractor Involvement – Detailed Design: August - October 2022
- Preliminary & Detailed Design Development: January – August 2022
- Early Works – Construction Contract Award: December 2022
- Main Works - Construction Contract Award: May 2023

Construction Activities:

- Commencement of Early Construction Works: December 2022
- Enabling Works: February - May 2023
- Commencement of Main Construction Works: June 2023
- End of Main Construction Works: June 2024

Assurance Tolerances

Assurance tolerances	
Cost	Costs to remain within 5% of those outlined in this report.
Timescales	Timescales for Decision Point 5 to remain within 3 months of the dates in this report.

Appraisal Summary

- 5.57 The scheme's scope is in alignment with the key TCF objectives and priorities of sustainable infrastructure provision, clean and inclusive growth. The rationale for change is well supported by social, economic and transport issues and challenges faced by local communities.
- 5.58 There remain elements of the OBC that require further development, with design, cost and programme certainty being low, therefore conditions are recommended to resolve outstanding areas prior to FBC development.
- 5.59 Cost escalation or design changes following OBC are considered likely subject to public/stakeholder feedback, confirmation of regulatory/statutory requirements by planning stakeholders and findings of Environmental Impact Assessment screening and on-site surveys.

- 5.60 The preliminary design stage commenced in March 2022, on-site surveys including ground/site investigations and utilities have not commenced and budget cost estimates for statutory works have not yet been obtained.
- 5.61 The preferred procurement strategies/routes for both the early and the main scheme construction works have not been determined. No market engagement has been undertaken with suppliers to date. Further work is needed to consider the procurement of the works, recognising that different approaches may be required for the on and off highway elements of the scheme.
- 5.62 The OBC would benefit from providing additional strategic narrative to further support the rationale for introducing the on-road cycle route based on current and future travel patterns observed within its area of impact.
- 5.63 Current designs for the A638 cycle measures perform poorly against current national cycling design guidance (LTN1/20). This is because the assessment has been applied to the full corridor, which has minimal cycling provisions along sections north of Cleckheaton and south of Heckmondwike. A review of scheme performance against national cycling design guidance (LTN1/20) will be undertaken at FBC in relation only to the section of the corridor between Cleckheaton bus station and the A638/A62 junction. It is anticipated that performance will be improved for this section in isolation.
- 5.64 It is not anticipated by the promoter that planning or any other regulatory consents are likely to be required for the scheme. This is an assumption and needs to be confirmed by findings of baseline assessments/surveys alongside engagement with the Local Planning Authority and relevant planning stakeholders.

Recommendations

- 5.65 The Finance, Resource and Corporate Committee approve that:
- (i) The TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case), subject to the conditions set by PAT.
 - (ii) An indicative approval to the Combined Authority's contribution of £12,884,315 is given, subject to the conditions set by PAT. The total scheme value is £12,884,315.
 - (iii) Approval to additional development costs of £415,970 taking the total scheme approval to £1,367,470.
 - (iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Kirklees Metropolitan Borough Council for expenditure of up to £1,367,470.

- (v) 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

- 5.66 That Kirklees Metropolitan Borough Council provides a report to the Combined Authority's Programme Appraisal Team by 31st August 2022 to include the conditions outlined in the PAT Appraisal Report.

Projects in Stage 3: Delivery and Evaluation

- 5.67 There are no schemes to review at this stage.

6 Tackling the Climate Emergency Implications

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

7 Inclusive Growth Implications

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

8 Equality and Diversity Implications

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

9 Financial Implications

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

10 Legal implications

- 10.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.
- 10.2 The Combined Authority is required to give 28 days' notice of a key decision. It has not been possible to provide the statutory 28 days' notice for the Inclusivity Champion key decision due to technical difficulties with the software used to publish key decisions. However, in accordance with the Combined Authority's Access to Information Annex to Procedure Standing Orders (part 1 section 7C – General Exception), the Chair of the Overview and Scrutiny Committee has been notified, notification has been published on the Authority's website and 5 clear days has elapsed following the day of publication of the notice. Accordingly, as set out in the rules of General Exception, the Combined Authority may still make the decision.

11 Staffing implications

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

12 External consultees

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

13 Recommendations (Summary)

- 13.1 The Finance Resources and Corporate Committee approves that:

- (i) The Inclusivity Champion scheme (Phase 1) proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) An indicative approval to the Combined Authority's contribution of £400,000 is given. The total scheme value is £625,000.
- (iii) Approval to the Combined Authority's contribution of £175,000.
- (iv) 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.

- 13.2 The Finance, Resource and Corporate Committee approves that:

- (i) The TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case), subject to the conditions set by PAT.
- (ii) An indicative approval to the Combined Authority's contribution of £12,884,315 is given, subject to the conditions set by PAT. The total scheme value is £12,884,315.
- (iii) Approval to additional development costs of £415,970 taking the total scheme approval to £1,367,470.
- (iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Kirklees Metropolitan Borough Council for expenditure of up to £1,367,470.
- (v) 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.

14 Background Documents

14.1 None as part of this report.

15 Appendices

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

Appendix 2 – Inclusivity Champion – Business Case Summary

Appendix 3 - TCF A638 Dewsbury Cleckheaton Sustainable Travel Corridor – Business Case Summary



Capital Spend and Project Approvals

Appendix 1 - Assurance Framework

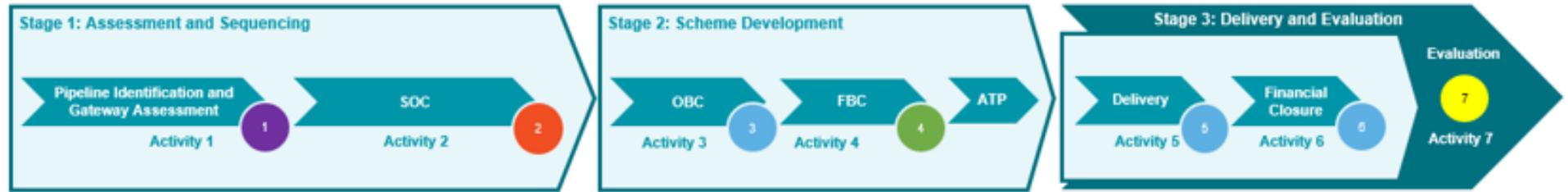
1 Assurance Framework

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

Assurance Process

- 1.4 The new Assurance Process is set out below:

Assurance Process



KEY: ● Key Decision Point (CA Approval Required) ● Key Decision Point (Committee Approval may be required) ● Decision Point (Committee Approval may be required) ● Decision Point ● Reporting Point

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

2 Future assurance and approval route

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

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

3 Tolerances

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

Project Overview

Project Title	Inclusivity Champion
Date of Business Justification Submission	1 April 2022
Scheme Location/ Address	West Yorkshire Region
Applicant Organisation	West Yorkshire Combined Authority
Type of Organisation	Regional Government
Other Delivery Partners and Roles	West Yorkshire Health and Care Partnership

Main Funding Programme	Combined Authority Gainshare allocation
Sub Funding Programme (if applicable)	NA
Project cost stated at Activity 1	£625,000
Development cost allocated at Activity 1	None
Project cost now	£625,000
Funding Applied from the Combined Authority	£400,000
Other public sector funding amounts and sources	£225,000 - West Yorkshire Health and Care Partnership
Private sector funding amounts and sources	None

Business Case Summary

Scheme Description

This project will appoint and support an Inclusivity Champion who will:

- Provide our leaders with expert advice on inclusion and addressing regional disparities
- Shape an ambitious work programme, including the commissioning of targeted research and the preparation and delivery of action-based plans
- At all times add value to - and not duplicate - existing local and regional activities and plans

The scheme will be developed in two phases. Phase one will identify and appoint the person with the necessary skills and experience to fulfil the role of Inclusivity Champion. This person will shape an ambitious work programme, including the commissioning of specific pieces of research activities and the preparation and delivery of action-based plans.

The scheme will return to Committee for approval for phase two, which will cover the implementation of the inclusivity plan.

This project will be delivered in partnership with the West Yorkshire Health and Care Partnership.

Strategic Case

Enabling inclusive growth is one of the Combined Authority's five key strategic areas. In March 2021, the Combined Authority endorsed and adopted the Inclusive Growth Framework as a part of the Strategic Economic Framework (SEF). The Inclusive Growth Framework aims to ensure that as many people as possible contribute to, and benefit from, economic growth.

The appointment of an Inclusivity Champion 'to work to ensure that the region's recovery benefits us all' was one of the Mayor's ten election pledges.

West Yorkshire underperforms against the national average on many of the measures of inclusive growth indicators, as shown in the Inclusive Growth Framework. More importantly, there is considerable inequality between population groups and areas within the region and there is a risk that the pandemic could undermine progress and make existing disadvantage and inequalities worse, as well as recent emerging issues of the cost-of-living crises. These are reported in the Combined Authority's State of the Region Report 2021 and include:

- Too many working aged people are not in work, we are below the national employment rate, and this gap is greater for ethnic minorities and people with disabilities
- Life expectancy is lower than the England average
- Too many people are working in poor quality jobs that do not meet the ONS definition of Good Work
- Too many people are not paid enough to make ends meet, 20% are paid less than the Real Living Wage rate, and some household incomes are way below the national average
- Too many people are suffering from poor mental health, we have a higher proportion of people suffering from depression and anxiety when compared to the national average.

The Inclusivity Champion will provide the skills and leadership needed to address the region's socio-economic inequalities.

Economic Case

Appointing a strategic lead on inclusivity will identify and address the region's socio-economic and health disparities.

The economic case presents three options. Firstly, a do-nothing scenario where the disparate inclusivity initiatives remain embedded within the activity and programmes of public sector

organisations across the region. The second preferred option promotes the spend of £625,000 to appoint an Inclusivity Champion in partnership with the West Yorkshire Health Care Partnership (WYHCP) who have worked with the Combined Authority in developing the scope and potential of the Mayor's Inclusivity Champion. A third option proposed is to invest up to £825,000 on an Inclusivity Champion, support staff and more funding for the addition of increased capacity building in the community.

Commercial Case

This project will in part fund procurement of external suppliers where needed to deliver to the remit outlined as well as funding the external recruitment of the Inclusivity Champion.

The Inclusivity Champion role will be searched for and selected through a process procured in line with the Combined Authority's Contract Standing Orders and Procurement and Commercial Strategies and will be appointed as an independent contractor. Phase one activities will include to development of a comprehensive monitoring and evaluation for scheme outcomes and benefits.

Financial Case

Funding for the Inclusivity Champion and Inclusive Growth Pipeline was agreed in principle as a part of the Single Investment Fund, and the West Yorkshire Investment Strategy prioritised investments and gainshare allocation to enable progress to be made against Mayoral Pledges.

£400,000 was indicatively approved by the Combined Authority in July 2021 to appoint an Inclusivity Champion.

£225,000 (based on £75,000 p/a to 2024), has been allocated by the WYHCP as their contribution to supporting the remit of the Champion to include the wider health factors that caused by inequality.

Management Case

Oversight of the delivery of the Inclusivity Champion role will be provided by the Mayor and the chair of the West Yorkshire Integrated Care Board. They will be supported by the Director of Strategy, Communications and Policing, who is also the senior Equality, Diversity and Inclusion Champion of the Combined Authority.

Governance of the role will be primarily overseen by the Business, Economy and Innovation Committee Chair, Cllr Shabir Pandor, and a strong reciprocal relationship with the Inclusivity Leads from each of the six thematic committees will ensure governance from across the committees and boards.

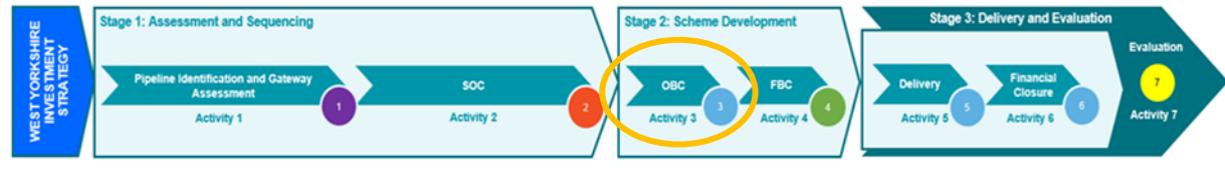
The Inclusivity Champion, once appointed, and with the support the Senior Responsible Officer, the Director of Strategy Communications and Policing, will decide on the appropriate project support structure to deliver the agreed work programme.

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Section A: Scheme Summary

Name of scheme:	TCF Dewsbury Cleckheaton Sustainable Travel Corridor
Lead organisation:	Kirklees Council
Applicable funding stream(s) – Grant or Loan:	Transforming Cities Fund
Growth Fund Priority Area (if applicable):	SEF Priority 4 – Delivering 21 st century transport
Approvals to date:	Strategic Outline Case – September 2020 £951,500 of development funding has been approved to date.
Forecasted full approval date (decision point 4):	May 2023
Forecasted completion date (decision point 6):	September 2024
Total scheme cost (£):	£12,884,315
Combined Authority funding (£):	£12,354,253 Transforming Cities Fund (Tranche 2) £530,062 (Active Travel Fund awarded to Kirklees Council)
Total other public sector investment (£):	-
Total other private sector investment (£):	-
Is this a standalone project?	Yes
Is this a programme?	No
Is this project part of an agreed programme?	Yes – Transforming Cities Fund

Current Assurance Process Activity:



Scheme Description:

The scheme will provide infrastructure improvements to the A638 corridor which extends approximately 8.4 kilometres between Oakenshaw in the north, through Cleckheaton, Littleton and Heckmondwike to Dewsbury at the A638 junction between Halifax Road and Dewsbury Ring Road. The scheme will also provide infrastructure improvements to a section of the Spen Valley Greenway (SVG) and Spen Ringway (SV), an off-road walking and cycling route along the disused railway line from Ravensthorpe to Leeds.

The scheme aims to improve journeys for bus users, pedestrians, and cyclists between Heckmondwike and Cleckheaton town centres, with some additional minor improvements between Dewsbury and Heckmondwike and north of Cleckheaton. Closely aligned with planned improvements at Heckmondwike Bus Station, the scheme will encourage people to walk, cycle or use public transport and encourage a reduction in the use of private cars to reduce carbon emissions and improve local air quality.

The scheme will deliver several improvements including:

- A new 0.7km bus lane on the southbound approach of M62 Chain Bar roundabout
- A new 2.1km cycle lane between Cleckheaton and Heckmondwike town centres
- New signalised pedestrian crossings at key road junctions including Batley Road junction and Wakefield Road junction
- Widening and resurfacing of 8.5km of the Spen Valley Greenway and Spen Ringway
- New and improved lighting along the Spen Valley Greenway
- Landscaping and signage improvements at key locations along the corridor

As a result of the proposed interventions, the scheme aims to deliver the following benefits:

- Improvements to the quality and safety of pedestrian and cycle journeys
- Improvements to bus journey time reliability
- Increased use of walking, cycling and public transport options
- Reductions in transport user carbon emissions
- Improvements to local air quality

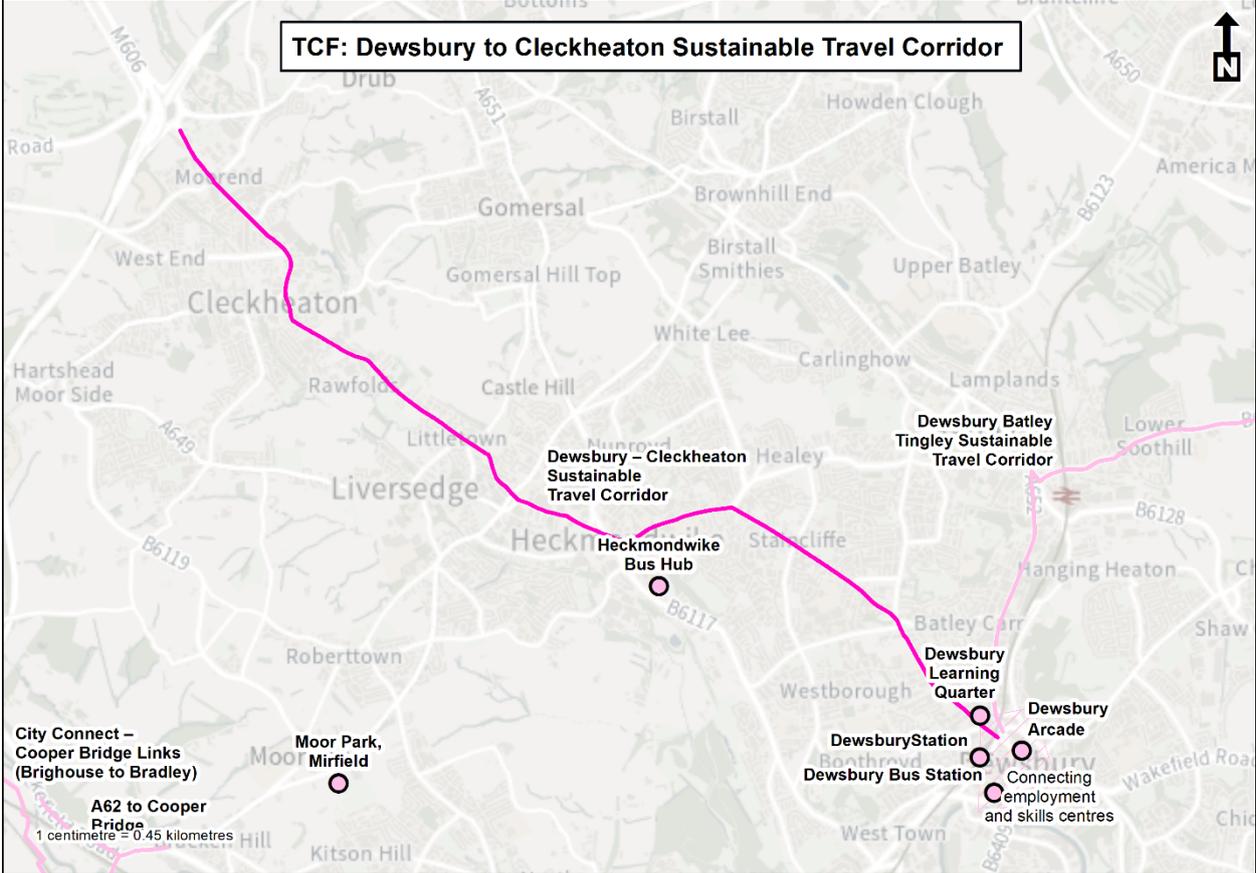
- Improvements to walking, cycling and public transport connections between local town centres and bus stations

Business Case Summary:	
Strategic Case	<p>The scheme aims to encourage walking, cycling and the use of public transport to support key strategic drivers such as reducing carbon emissions and improving access to employment and education opportunities for the most deprived communities.</p> <p>The scheme will support the development of 15 development sites that account for 1,035 new homes, four employment sites and nine priority employment areas within its area of impact, as identified by Kirklees' Local Plan.</p> <p>The scheme also supports the West Yorkshire Transport Strategy 2040 and the West Yorkshire Strategic Economic Framework and the scheme aligns with DEFRA's Clean Air Strategy.</p> <p>The proposals complement other schemes being delivered under the Transforming Cities Fund (TCF) including the proposed development of Heckmondwike Bus Station.</p> <p>A full consultation exercise has been undertaken with stakeholders and the public, with overall majority political and public support recorded. Proposals have been amended to consider feedback received.</p>
Commercial Case	<p>Market testing will be undertaken during the Full Business Case (FBC) stage in conjunction with the Combined Authority, the FBC development partner and Sustrans to gauge the optimal delivery procurement route.</p> <p>No third-party land or planning requirements have been identified.</p>
Economic Case	<p>The benefit cost ratio for the preferred scheme option is 0.72:1, which is categorised as poor value for money when assessed against the Department for Transport's value for money criteria.</p> <p>Of the three options assessed in the Outline Business Case all three are estimated to offer 'Poor' value for money with BCR's of between 0.51:1 and 0.72:1</p> <p>The low value for money position is in part due to the introduction of signalised junctions which are forecast to lead to some delays</p>

	<p>to vehicle journeys. If these disbenefits are excluded then the value for money for the scheme is forecast to be 'low'.</p> <p>However, wider scheme benefits exist that emphasise the strategic value of the scheme. The scheme will enhance facilities for walkers and cyclists and is expected to encourage a greater use of buses within the area. The scheme will support the viability of planned development sites and will act as a catalyst for change in the area, thus enabling further development of sustainable travel schemes.</p>
Financial Case	<p>The total scheme cost estimate at Outline Business Case is £12,884,315.</p> <p>The Combined Authority is funding £12,354,253 from the Transforming Cities Fund. £530,062 will be funded from the Active Travel Fund.</p>
Management Case	<p>The scheme is to be delivered by Kirklees Council with elements of the scheme located along the Spen Valley Greenway and Spen Ringway to be delivered by Sustrans.</p> <p>Scheme risks will be managed through a costed risk register and a change management process.</p> <p>It is anticipated that early construction works will commence in December 2022. Main construction works will commence in June 2023 and will be completed by June 2024.</p> <p>A Monitoring & Evaluation Plan has been drafted to monitor and record scheme benefits and outcomes over a period of five years post scheme completion.</p>

Location Map

The following map shows the location of the TCF Dewsbury Cleckheaton Sustainable Travel Corridor scheme:



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region, please refer to: <https://www.westyorks-ca.gov.uk/growing-theeconomy/leeds-city-region-infrastructure-map>

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Report to: Finance, Resources and Corporate Committee

Date: 8 June 2022

Subject: **Corporate Planning and Performance**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Lorna Jones, 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 type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this report

1.1 To provide an update on corporate planning and performance activities.

1.2 Members are asked to:

- Note the contents of the report including the Corporate Key Performance Indicator end of year dashboard and Corporate Plan
- Consider and endorse the revised Corporate Governance Code and Framework

2. Information

Business Planning & Corporate Performance

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 and the Corporate Plan on a Page and Directorate Business Plans on a Page received final approval at the 17 March Combined Authority meeting. These Business Plans were presented to the Finance, Resources and Corporate Committee (FRCC) on 3 March 2022.

2.2 This year 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.

Corporate Key Performance Indicators (KPI's) 2021-22

- 2.3 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.
- 2.4 The end of year Corporate KPI performance dashboard is provided in **Appendix 1**.
- 2.5 Results from 2021-22 are encouraging with a high number of KPI's having been met or had good progress made.
- 2.6 In some cases, we have seen significant overachievement against targets, particularly in the following areas:
- *Boosting productivity* - an objective focusing on the brokering employment / apprenticeship opportunities saw us exceeding the target of 425 engagements and collaborations and supporting 1,102 businesses through education and skills initiatives.
 - *Enabling inclusive growth* – targets were exceeded to expand affordable ticketing to under 25's, job seekers and those without bank accounts, reducing inequalities heightened by Covid 19.
 - *Tackling the climate emergency* – 198 businesses were supported to help them introduce energy efficiency measures.
 - *Delivering 21st Century Transport* – extensive work has been made to progress the Enhanced Partnerships and Bus Service Improvement Plan to mitigate the challenges that the Covid 19 pandemic has had on the transport network and patronage. Teams have worked hard to manage funding and ensure continuity of bus services in the region during the past year, especially important for frontline workers and communities reliant on bus travel.
- 2.7 Particular efforts have been made to ensure that equality, diversity and inclusion is the golden thread running through our business plan. It is useful to note that a high number of beneficiaries who have been supported through various programmes are from ethnic minority backgrounds, have declared a disability, or live in the 10-20% most deprived wards. Data collated has also shown engagement with a high number of females and young people having.
- 2.8 Some KPI's have been marked as 'amber' due to external factors such as delivery partner funding starting later than planned, or implications resulting from the covid 19 pandemic, for example a reliance on face-to-face training in sectors such as construction or engineering which saw national restrictions in place which in turn limited what was achievable.

2.9 2021/22 saw a great deal of positive outcomes which we would like to build on for 2022/23 in order to continue in our delivery of policies and programmes which directly benefit the people of West Yorkshire.

Corporate Key Performance Indicators 2022-23

2.10 The 2022/23 KPIs received approval from FRCC at the 5 April 2022 meeting. These strategic KPI's are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day-to-day activities, rather than measuring wider performance against shared regional ambitions.

2.11 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of KPIs for 2022/23 has been developed for each directorate and is being routinely monitored throughout the financial year.

2.12 A quarterly summary of progress against the Corporate KPI's will be reported to future meetings of the FRCC.

Corporate Plan 2022-23

2.13 In addition to the detailed business plans, a public facing Corporate Plan for 2022/23 has been produced, drawing on the updated versions of the business plans. This seeks to set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and transparent way, explaining what is intended to be delivered for the people, communities, and businesses of West Yorkshire, over the coming year.

2.14 The Corporate Plan now includes an introduction from the Mayor and Managing Director of the West Yorkshire Combined Authority, and also shows how the mayoral pledges and priorities are reflected in the work of the Combined Authority.

2.15 In addition to setting out plans for 2022/23, the Corporate Plan also includes a summary of the Combined Authority's key achievements against organisational objectives in the 2021/22 financial year.

2.16 The draft Corporate Plan was considered by this Committee at its last meeting with final sign off delegated to the Managing Director. This has now been done and the final Plan will be circulated as **Appendix 2** for information.

Business planning 2022/23

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

Quarter 1 April – June 2022	Quarter 2 July – Sept 2022	Quarter 3 Oct – Dec 2022	Quarter 4 Jan – March 2023
Organisational objectives & measures	Business planning & budgets	Budget planning	Ongoing financial review, budget approval

End of year Corporate KPI reporting.	Quarterly Corporate KPI & Risk Register reporting at relevant Boards & Committees. Early budget planning and Medium-Term Financial Strategy considerations.	Business priority setting in each directorate alongside the setting of budgets. Challenge & refinement of business priorities and identification of cross cutting themes.	Business plans, budgets and plans on a page to be presented to the Combined Authority for approval.
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Corporate Governance Code and Framework

- 2.18 **Appendix 3** sets out the draft Corporate Governance Code and Framework, using the seven principles recommended by the Framework. A full review of it has recently been undertaken to ensure the Code appropriately reflects the changed governance that is now applicable to the Combined Authority which includes the Mayor of West Yorkshire's Policing and Crime function.
- 2.19 The Corporate Governance Code and Framework captures the Mayor's duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its' functions are exercised, having regard to a combination of economy, efficiency and effectiveness, and is consistent with the principles of the best practice guidance issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).
- 2.20 CIPFA/SOLACE updated this guidance in 2016 with their new framework to assist organisations in ensuring that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.
- 2.21 The previous six core principles are replaced by the following seven principles:
- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law
 - Ensuring openness and comprehensive stakeholder engagement
 - Defining outcomes in terms of sustainable economic, social, and environmental benefits
 - Determining the interventions necessary to optimise the achievement of the intended outcomes
 - Developing the entity's capacity, including the capability of its leadership and the individuals within it
 - Managing risks and performance through robust internal control and strong public financial management
 - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

- 2.22 The Combined Authority is committed to meeting these principles and this statement sets out how the supporting principles beneath each statement will be achieved, monitored, and reviewed.
- 2.23 It is the responsibility of the Governance and Audit Committee to keep corporate governance matters under review. As part of this process, it undertakes regular reviews throughout the year with a formal review at the year end of the processes and systems in place during the year. This includes the results of the work carried out by the internal audit section. However, the timing of the meetings does not enable the Committee to consider this before the Annual Meeting in June so views are sought from this Committee. Future revisions will be scheduled for Governance and Audit Committee to oversee.
- 2.24 The Governance and Committee reviews and approves the Annual Governance Statement which forms part of the statutory annual accounts which are subject to external audit and receives an annual report from the Joint Independent Audit and Ethics Committee in respect of the Mayor's PCC functions.

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 the Corporate Plan, Directorate Business Plans and Corporate Performance reports.

4 Inclusive Growth Implications

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

5 Equality and Diversity Implications

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

6 Financial Implications

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

7 Legal Implications

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

8 Staffing Implications

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

9 External Consultees

9.1 No external consultations have been undertaken in relation to this report.

10 Recommendations

10.1 Members are asked to note the contents of the report including the Corporate Key Performance Indicator end of year dashboard and Corporate Plan.

10.2. To consider and endorse the Corporate Governance Code and Framework and the Annual Governance Statement ahead of their presentation to the Annual Meeting.

11 Appendices

Appendix 1: Corporate Key Performance Indicators end of year results 2021-22

Appendix 2: To be circulated

Appendix 3: Corporate Governance Code and Framework

Corporate Key Performance Indicators: End of year results 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 measures	End of Year result rating	Performance Notes
BP1	Implement the Covid Economic Recovery Plan (ERP) and respond to the challenges/opportunities of Brexit, providing intensive support to businesses	ERP endorsed by Combined Authority board by Sept 2021	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.	Complete	Economic Recovery Plan endorsed by Combined Authority in September 2021. Implementation of a number of new direct interventions from this plan (including on enterprise), and ongoing support to business through the Business Support Service underway.
BP2	Ensure successful commissioning and delivery of Adult Education Budget services.	Contract with a minimum of 40 training providers	Head of Employment & Skills	We have embedded our Equality, Diversity and Inclusion aspirations into our provider base monitoring, linking to equality impact assessment to support protected characteristics groups. With 2019/20 figures to be used as baseline as follows: <ul style="list-style-type: none"> 43% of learners from ethnic minority groups (WY demographic 20%) 23% Learners with learning difficulties and disabilities (increase from 19% to match WY demographic) 43% unemployed learners 67% female learners 	38 contracts and grant agreements issued	Over 35,000 learners have been supported, of which: <ul style="list-style-type: none"> 62% are from minority ethnic backgrounds 15% consider themselves to have a learning difficulty and/or disability or health problem 44% live in the 10% most deprived wards (according to the Index of Multiple Deprivation)
BP3	Support people to access employment or re-train through Combined Authority led support programmes	4,000 people accessing employment or training support through the [re]boot, Employment Hub and other adult skills programmes (not including AEB).	Head of Employment & Skills	Of the 4,000 participants: <ul style="list-style-type: none"> 16% will be from a BAME background 8% will have a disability 19% will be over 50 	3,556 people have been supported. For those (2,290) where data is available: <ul style="list-style-type: none"> 42% are from ethnic minority groups, 14% have a disability 4% are aged over 50 	The delivery of the [re]boot programme has been adversely affected by the ongoing impacts of the covid pandemic – due to the reliance on face-to-face training in the construction and engineering sector, and cautiousness of many learners to access in-person provision. In contrast, other programmes have been adapted very effectively to online delivery. Overall, ethnic minority groups and people with disabilities are strongly represented among beneficiaries, while participants aged over 50 are underrepresented.
BP4	Implement new investment and place-maker 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	EDI targets are as follows: <ul style="list-style-type: none"> 50% of beneficiaries to be female. 20% to be BAME 3% to have a Disability (2021/22 is effectively the baseline year, but the above targets have been informed by other similar schemes across the country).	209 businesses supported (from Nov 21 to March 22) EDI results: <ul style="list-style-type: none"> 59% female (79 people) 26% BAME (35 people) 11% have a disability (14 people) 	The 250 target was missed due to the contract with the delivery partner starting circa 4 weeks later than originally planned, and delays in the recruitment of the Local Authority-based 5 Start-Up Managers. EDI figures only relate to 134 people supported by the Start-Up WY contract, but will cover all areas of start-up support in 22/23

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 measures	Performance	
					<ul style="list-style-type: none"> 4% (6 people) preferred not to say 	
BP5	Broker employment/apprenticeship opportunities to aid recovery through strategic engagements and collaborations with businesses to connect with education, apprenticeships, training, skills initiatives and new employment opportunities.	Broker 425 engagements and collaborations	Head of Employment & Skills	<p>15% of those businesses supported will be in the 20% most disadvantaged areas.</p> <p>Businesses to engage with people in education, particularly those most disadvantaged in the labour market including young people with special educational needs and disabilities.</p>	1,102 businesses supported through E&S initiatives. Of those (1,069) where data is available, 32% are in the 20% most deprived areas in the country.	Significantly overachieved against target.
BP6	Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme.	187,500 square feet of commercial floorspace delivered across the Enterprise Zone Programme.	Head of Economic Implementation	Occupiers locating to the EZ are securing and maintaining existing jobs and creating further opportunities within demographically deprived areas of the Leeds City Region.	Complete (above target)	A total of 328,000sqft of accommodation was completed across the EZ programme in 21/22.

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		
				End of Year result rating	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"> Healthy Life Expectancy Employment rate Qualification attainment Average pay Quality work Participation in education and training (including apprenticeships) Travel behaviour (Female and ethnic minority) representation on company boards 	<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.		<p>Work is still ongoing to fully embed. Equality Impact Assessment toolkit is complete and now requires embedding.</p> <p>State of the Region included a separate report on women and girls and monitoring is underway on key indicators of inequality.</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		
				End of Year result rating	Notes	
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>	<p>Head of Employment & Skills</p>	<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>	<p>139 schools to date, final 41 to complete work over summer term.</p>	<p>Of the 184 schools in our network, 139 (76%) have completed action plans re their progress towards good careers benchmarks. Plans are in place to complete the rest over the summer term as this activity is profiled over the academic year.</p>
GR3	<p>Expand affordable ticketing to under 25s, 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>	<p>Head of Customer Service</p>	<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>March 22 we will have high level demographic intelligence about the individuals benefitting from the new MCard Mobile App to inform improvements.</p>	<p>MCard Mobile "gifting" functionality - 50 organisations engaged, 26 set up and 7 in progress.</p>	<p>MCard Mobile "gifting" functionality now in use by Job Centre Plus, several FE colleges, Women's Aid, Refugee Action.</p> <ul style="list-style-type: none"> • 26 organisations set up with gifting capability. A further 7 are currently being set up. • Roll out paused to the travel plan network organisations, to allow for proposed fare changes • £30k to fund our Mobility credits scheme to ten organisations including colleges, refugee action groups and women's aid. • Working with the violence reduction unit to explore the possibility of using the MCard app to provide travel for young people attending appointments to address mental health issues. • Additional sales of £285k have been generated via the gifting functionality
GR4	<p>Enable older and disabled people to access free/discounted travel. (ENCTS)</p>	<p>Operating in pandemic environment with volatile market conditions. The focus of team is on maintaining bus network.</p>	<p>Head of Customer Service</p>	<p>Concession is aimed at older, less mobile members of community. It is a national scheme and is available on all local bus services in the region.</p>		<p>The scheme has been maintained throughout the year.</p>
GR5	<p>Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment.</p>	<p>Operating in pandemic environment with volatile market conditions. The focus of the team is on maintaining the bus network.</p>	<p>Head of Mobility Services</p>	<p>Socially necessary bus services enable communities to access opportunities.</p>		<p>Due to commercial local bus service reductions and withdrawal, additional local bus services have had to be funded to ensure links are not lost. It is expected that socially necessary bus services will have to be expanded over the next 12 months because of market conditions, and the discontinuation of Central Government Funding (Bus Recovery Grant) in October 2022.</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	
				End of Year result rating	Notes
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 has completed and the contract will have enabled a total of 11,448 premises for access to superfast broadband speeds in deprived areas across the 5 year lifetime of the programme. 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 & access services remotely during the Covid19 pandemic & provide resilience for economic recovery. 9% of the premises targeted by the Broadband Contract Three programme are in socially deprived areas. The programme supports digital inclusion through enhanced access to superfast broadband, in particular access to increasingly digitised public services by residents in deprived and/or digitally excluded communities. As part of the tender for the works, the supplier has committed to a range of social value obligations which are being monitored by the programme team. These are focussed on skills development & employment: 4 work experience placements; 6 entry level & Level 1 qualifications; 3 apprenticeships; & 2 higher level skills qualifications.	Achieved for Contract 2. Behind KPI for Contract 3	Contract 2 completed as of 27th Jan. Two Change Requests were approved which reduced the contractual target by descoping 329 premises - these had already been delivered by the Supplier through their commercial programme. In the final quarter the supplier over-delivered to this revised target by 140 premises (41410 versus target of 41270). Contract 3 - The programme is currently behind schedule. Deed of variation was signed in Dec 21 which mitigated the financial risk to the CA. Infrastructure deployment is scheduled to end on 30th June 2022 & an extension has not been granted to date by HMT.

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

Business plan objective	2021/22 Target	Owner	Equality, Diversity and Inclusion measure	Performance	
				End of Year result rating	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.	Return to bus is 80% patronage compared with the same period in 2019.	Return to bus post Covid is compared to the same period in pre-Covid. The statistics are provided by the bus operators.
TR2 Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid.	Complete a Bus Recovery Action Plan by end 2021 (Government announcement dependant) Complete a Bus Service Improvement Plan by October 2021	Head of Transport Policy	The Bus Service Improvement Plan will look to enhance the bus service offer and provide connectivity to communities. The following key performance indicators are identified (to 2030): <ul style="list-style-type: none"> Improved journey times -15% reduction in average journey time Improved reliability and punctuality -to achieve 99.5% reliability and punctuality Increased bus patronage -2019 levels + 16% 		Bus Service Improvement Plan submitted and indicative funding for the Bus Service Improvement Plan was announced in March 2022. A review of the Key Performance Indicators will be undertaken in October 2022.

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												
				End of Year result rating	Notes											
			<ul style="list-style-type: none"> Increased customer satisfaction* with local bus services -to achieve a 9 in the West Yorkshire Residents Perceptions of Transport Survey Weekday mode share on radial routes into district centres moved from car to bus -Reduce car share by 4%, increase bus share by 10% Improved environmental performance and reduced carbon emissions of the bus network -a 50% zero emission bus fleet Improved service provision for those travelling in the early morning and evening -5% increase Improved housing accessibility by bus via the core bus network -60% Improved employment accessibility by bus via the core bus network -70% Improved satisfaction with personal security while on the bus -90% Improved passenger satisfaction with value for money -75% 													
TR3	Answer travel enquiries and improve passenger information including on-street real time displays.	<p>Answer 1 million travel enquiries.</p> <p>Delivering 100 new Real Time Information screens.</p> <p>Re-introducing 3,000 stop specific roadside information displays.</p>	Head of Customer Service	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.	<p>2.5million travel enquiries</p> <p>500+ Real Time Information units</p>	<p>Demand for travel enquiries suppressed due to pandemic restrictions but returned to 2019/20 levels from February 22.</p> <table border="0"> <tr> <td>70,000</td> <td>Travel Centre enquiries</td> </tr> <tr> <td>190,000</td> <td>Metroline calls</td> </tr> <tr> <td>13,000</td> <td>Emails</td> </tr> <tr> <td>497,000</td> <td>Moovit</td> </tr> <tr> <td>1.8m</td> <td>YNB/Real time</td> </tr> </table> <p>Real-time units 500 Battery units and 50+ TFT bus shelter displays, all units have audio information.</p> <p>Frequent bus timetable changes holding back bus stop information roll out.</p>	70,000	Travel Centre enquiries	190,000	Metroline calls	13,000	Emails	497,000	Moovit	1.8m	YNB/Real time
70,000	Travel Centre enquiries															
190,000	Metroline calls															
13,000	Emails															
497,000	Moovit															
1.8m	YNB/Real time															
TR4	Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail	Secure commitment to Trans Pennine Route Upgrade (TRU), Northern Powerhouse Rail (NPR), HS2, East Coast Mainline (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.	Ongoing	Commitment to Trans Pennine Route Upgrade has been confirmed. Government has committed to undertaking a study to understand the best way to bring HS2 trains to Leeds.										
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 Programme Appraisal Team (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 Strategic Outline Business Case (SOBC).		SOBC completed and City Region Sustainable Transport Settlement funding to enable further development and delivery to commence.										

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	
				End of Year result rating	Notes
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>Transforming Cities Fund (TCF) 2021/22 spend achieved in accordance with agreed target of £65.8M spend</p>	Head of Transport Implementation / Head of Transforming Cities Fund (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 Park & Ride 77 buses per week day 21/22 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>	<p>Transport Fund: Achieved</p> <p>TCF: Part achieved</p>	<p>Transport Fund: 9km of improved infrastructure for active travel complete. 6 transport hubs complete. Stourton P&R complete 522 Real time bus stops complete.</p> <p>TCF: Spend below original forecast but revised through programme reviews in June 2021 and Feb 2022, total spend in year circa £25m</p> <p>16 projects reviewed and constructively challenged by Quality Panel (6 further projects currently in review)</p> <p>8 OBCs approved and 3 FBCs approved</p> <p>£8m carbon programme allocated, including £2m to Leeds e-bike hire scheme and £4m that has helped secure the ZEBRA bid)</p> <p>28 consultations undertaken (around 91,000 YV visits, over 10,000 surveys completed)</p> <p>2 schemes started early phases/enabling works (York Station Gateway and Leeds Station Gateway)</p> <p>3 schemes started full construction (Halifax Bus Station, White Rose Rail Station and Leeds City Centre Walking and Cycling)</p>
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 Service	App use will be reviewed geographically to understand access. The App provides an efficient retail means for the MCard product range. For those who still require face to face service, the Travel Centres will be retained.		App is now used for 70% of MCard transactions, functionality has expanded and new Bus & Rail Day Tickets launched.

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	End of Year result rating	Performance Notes
CE1	Ensure a green recovery from Covid and accelerate plans for a net zero carbon economy by 2038 at the latest.	<p>Publish the Mayor's Climate and Environment Plan by September 2021</p> <p>Secure necessary funding (£96.1m) to deliver the plan and Mayor's pledge</p>	Head of Place and Environment Policy	<p>The plan will be focussed on addressing a fair, just transition to net zero, and ensuring that the costs and benefits are shared equally.</p> <p>A basket of Strategic Economic Framework (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.</p>		<p>Climate and Environment Plan published, and indicators included in State of the Region.</p> <p>£40m secured.</p>
CE2	Deliver a programme of carbon and waste reduction initiatives at all Combined Authority facilities and across our investment programmes.	<p>% of waste recycled, energy use</p> <p>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</p>	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 Equality, Diversity and Inclusivity impacts	Waste recycled has increased from 7% to over 30% following installation of recycling facilities	Target indicators for next year will increase recycling to over 40%. Monthly performance reports from Suez (Waste Contractor) now being produced
CE3	Provide support and advice to businesses to help them to introduce energy efficiency measures.	Provide 175 businesses with intensive clean growth support	Head of Business Support	<p>10% of grant-recipients make Inclusive Growth (IG) commitments in addition to clean growth commitments. These can include:</p> <ul style="list-style-type: none"> 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. 	<p>198 businesses supported</p> <p>12% (24 businesses) on IG commitments</p>	The team worked hard to surpass the annual target and to support smaller and medium sized firms to also deliver Inclusive Growth interventions alongside clean growth ones.
CE4	Support businesses to implement sustainable travel plans through the Travel Plan Network (TPN)	Support 100 businesses to implement sustainable travel plans	Head of Business Support	<p>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</p> <p>25% of businesses supported are in the 20% most disadvantaged areas</p>	<p>70 business supported</p> <p>26% (18 businesses) in 20% most disadvantaged areas)</p>	The TPN team spent the last two quarters of 21/22 focussed on working with a smaller number of large employers as a contractual requirement of the Share North EU funding e.g. NHS Trusts in Bradford, Univ of Bradford, LabCorp & Shipley College to deliver high impact behaviour change interventions. This reached more employees and students but reduced the number of individual businesses supported.
CE5	Finalise programme of low carbon schemes supported by the Energy Accelerator	<p>Project Formally Closed with European Investment Bank</p> <p>Closure within 80 days (19 Nov 21) of final report (31 Aug 21) as per contractual commitments</p>	Head of Economic Implementation	<p>Programme has indirectly had positive impacts on:</p> <ul style="list-style-type: none"> Green energy as environmental/racial justice Responding to high levels of unemployment Levelling up in Schools Responding to vulnerable populations and improving access to public transport Tackling Fuel Poverty Responding to inequalities in access to arts and heritage 		The Energy Accelerator Programme was successfully closed December 2021 following acceptance of the Final Report by the European Investment Bank October 2021

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	
					End of Year result rating	Notes
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>		<p>£830m settlement received from the City Region Sustainable Transport Settlement.</p> <p>The Connectivity Plan transport pipeline development is in progress.</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	
					End of Year result rating	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 on the new Police and Crime Plan by 30 November 2021</p>	Complete	<p>The new Police and Crime Plan was launched in March 2022 following comprehensive public and partner engagement – the Voice of West Yorkshire - which has also been published.</p> <p>A governance review of the accountability framework is underway.</p>
EP2	Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money.	<p>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.</p> <p>Work to recommission 2 key contracts by April 2023 and offer and manage financial assistance by way of grants</p>	Head of Policing and Crime	<p>Open and transparent bidding process. Consideration of EDI Internal challenge through internal commissioning group.</p> <p>Currently considering what EDI performance measures could be measured based on the records we received from our providers. This information will be available March 2022.</p>	In progress	<p>A review of the commissioning strategy will support the new Police and Crime Plan.</p> <p>Recommissioning of key contracts planned for 2023.</p>
EP3	Work with community safety and criminal justice partners to ensure joined up local priorities.	<p>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.</p> <p>Secure both an effective partnership response to Community Safety and</p>	Head of Policing and Crime	<p>Equality, Diversity and Inclusivity is a key consideration of all partnership boards Police and Crime department sit on.</p> <p>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 March 2022.</p>	In progress	<p>Key vacancies within the Team. Recruitment is underway for temporary Policy Officers and a Partnerships Officer to assist.</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		
				End of Year result rating	Notes	
	improvements in the criminal justice system by 2024					
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 31 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 31 March 2022.	Complete	Precept and budget set for 22-23.
EP5	Ensure meaningful and inclusive community engagement on policing and crime issues.	Consultation and engagement plan in place within Policing and Crime and VRU. Engagement Plan in place. Target to complete all actions within the Plan by 31 March 2022	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.	Complete	Engagement Plan in place with effective joint working arrangements between the VRU and rest of the Policing and Crime Team. The Voice of West Yorkshire demonstrates comprehensive consultation on the new Police and Crime Plan.

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West Yorkshire Combined Authority

Corporate Governance Code and Framework

Introduction

The definition of corporate governance is that it is about ‘how bodies ensure they do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and culture and values, by which bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.’

West Yorkshire Combined Authority, which includes the Mayor of West Yorkshire's Policing and Crime function, has approved and adopted a code of corporate governance which captures the Mayor's duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness, and is consistent with the principles of the best practice guidance issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). CIPFA/SOLACE updated this guidance in 2016 with their new framework to assist organisations in ensuring that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities. The previous six core principles are replaced by the following seven principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law;
- B. Ensuring openness and comprehensive stakeholder engagement;
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits;
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes;
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it;
- F. Managing risks and performance through robust internal control and strong public financial management;
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

The Combined Authority is committed to meeting these principles and this statement sets out how the supporting principles beneath each statement will be achieved, monitored and reviewed. It is the responsibility of the Governance and Audit Committee

Item 7 - Appendix 3

to keep corporate governance matters under review. As part of this process it undertakes regular reviews throughout the year with a formal review at the year end of the processes and systems in place during the year. This includes the results of the work carried out by the internal audit section. The Committee reviews and approves the Annual Governance Statement which forms part of the statutory annual accounts which are subject to external audit. A Joint Independent Audit and Ethics Committee has oversight of the governance arrangements for the Mayor's PCC functions and West Yorkshire Police.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of the law</p> <p>Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law</p>	<p>We will: Behave with integrity</p>	<ul style="list-style-type: none"> • A Code of Conduct for Members and the Mayor to ensure that high standards of conduct are maintained. The Code has been extended to include private sector Panel members. • Established a procedure outlining arrangements for breaches of the Member Code of Conduct. • An Employee Code of Conduct that sets down standards of behaviour and conduct the Combined Authority expects of its employees. Reference is made to the Code on the Induction Checklist. • A Policing and Crime Team Code of Conduct. • Clear decision-making processes to ensure that all those responsible for taking decisions have the necessary information on which to do so, with appropriate and up-to-date Scheme of Delegation. • The Mayor's Scheme of Delegation, Financial Regulations and Contract Regulations and Scheme of Consent have been developed in accordance with the Home Office Financial Management Code of Practice to enable effective accountability and govern the relationship between the Mayor and West Yorkshire Police. • An employee policy for acceptance of gifts and hospitality. • Registers of Members' interests and records of gifts and hospitality are published on the Combined Authority's website. Registers of interest for LEP Board members are also published. • Members' declaration of interests are a standing item on all agendas. Minutes show declarations of interest were sought and appropriate declarations made.

		<ul style="list-style-type: none"> • A complaints policy that is published on the Combined Authority’s website and is supported by an on-line form. A complaints policy has been developed for decisions of the LEP and published on the website. • A whistle blowing policy is on the website that also covers the staff within the Policing and Crime Team. • A confidential reporting policy is in place to enable police officers and police staff to report any concerns about malpractice or unlawful actions without fear of recrimination, via ‘Anonymous Messenger system within West Yorkshire Police’ that Staff in the Mayor’s Policing and Crime Team have access who receive reports directly that refer to the conduct of the Chief Constable.
	We will: Demonstrate strong commitment to ethical values	<ul style="list-style-type: none"> • Policies and procedures that make up the Constitution of the Combined Authority set out delegations of the Combined Authority, to committees and senior officers, and the decision-making process to be applied. It also emphasises that the Combined Authority will act within the law. Similar processes are in place for the activities of the LEP Board, and the Mayor’s Policing and Crime functions. • Terms of Reference that exists for all committees. • Organisational values continue to be developed and embedded to ensure they influence the required behaviours for employees for the new organisation.
	We will: Respect the rule of the law	<ul style="list-style-type: none"> • The Head of Legal and Governance Services is designated as the Authority’s Monitoring Officer and attends all Combined Authority and LEP Board meetings • Anti-Fraud, Bribery & Corruption and Anti-Money Laundering Policies which is supported by a Whistleblowing Policy. There is a Whistleblowing hotline and procedure for employees and customers to report irregularity and fraud. • Maintenance of records of legal advice provided by officers

Principle	Sub principles	Our actions and behaviours to achieve this:
B. Ensuring openness and comprehensive stakeholder	We will: Be open	<ul style="list-style-type: none"> • Adoption of a Publication Scheme that describes the kinds of information available and provides guidance about how to access

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<p>engagement.</p> <p>Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders. NB: institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other public or third sector organisations) or organisations to which they are accountable</p>		<p>personal information and submit a Freedom of Information request. Details are on the Combined Authority's website</p> <ul style="list-style-type: none"> • Adoption of a standard reporting format in relation to all committee and advisory panel reports. Agendas, reports and minutes of all meetings are published on the Combined Authority's website. Meetings are open to the public unless in the case of exempt items and the Combined Authority's meetings are live streamed. • Dates for submitting, publishing and distributing reports in accordance with statutory requirements are set and adhered to.
	<p>We will: Engage comprehensively with institutional stakeholders</p>	<ul style="list-style-type: none"> • Ongoing partnership arrangements with District authorities are in place and under continuing development. • A Memorandum of Understanding is in place with the West Yorkshire universities, setting out areas of common interest. • The Combined Authority fosters close links with the local District Councils, facilitated by the appointment of senior politicians from these Districts to the Combined Authority. At the officer level, the Combined Authority and District Councils work closely in all areas and have made significant progress in strengthening relationships and ways of working through the transition to the Mayoral Combined Authority and beyond, to shape shared priorities and outcomes for West Yorkshire. The Chair of the Leeds City Region Enterprise Partnership (LEP) sits on the Combined Authority to assist in ensuring close working with local businesses. • The Mayor and Deputy Mayor for Policing and Crime fosters close links with the Partnership Executive Group (PEG), which is an important partnership which is well established to support the development and delivery of the Mayor's Police and Crime Plan.
	<p>We will: Engage with individual citizens and service users effectively</p>	<ul style="list-style-type: none"> • The Combined Authority seeks views from individuals, organisations and businesses on a number of areas including strategies, policies and detailed projects, including the development of the Mayor's Policing and Crime Plan, using a variety of means including face to face and online. Information on and links to current consultations are published on the website using the Yourvoice portal.

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		<ul style="list-style-type: none"> • The consultation team is part of the communications team to ensure its activity is linked with ongoing communications and ensure each consultation exercise can best meet its planned objectives. Consultation across the Combined Authority is increasingly managed using a calendar of planned activities. • The Combined Authority has arrangements to engage with all sections of the community including hard to reach groups and businesses. District Consultation Sub-Committees and the youth forum consider transport matters and there is extensive engagement with business through the LEP Panels and other mechanisms. • The annual tracker survey seeks views on satisfaction with public transport and highways matters. • The consultation arrangements cover much of the public facing operational roles.
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Principle	Sub principles	Our actions and behaviours to achieve this:
<p>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.</p> <p>The long-term nature and impact of many of local government’s responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and</p>	<p>We will: Define outcomes</p>	<ul style="list-style-type: none"> • 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. Programmes and projects are assessed against the assurance framework with outcomes set and confirmed when they are approved to progress. • 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.

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<p>institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.</p>		<ul style="list-style-type: none"> • The Strategic Leadership Board, Senior Management Team., Finance, Resources and Corporate Committee, Combined Authority, and LEP Boards receive performance monitoring reports at regular intervals based on the corporate plan which sets out clear KPIs that are outcome focussed.
	<p>We will: Provide sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> • The Strategic Economic Framework (SEF) sets out our ambitious vision for the ongoing transformation of West Yorkshire and establishes our investment and decision-making priorities for how we will achieve this. Our priorities are as follows: • The West Yorkshire Investment Strategy sets out what the Combined Authorities Investment Priorities are for the Single Investment Fund, used to direct resources over an agreed 'investment period' building on policies and strategies agreed as part of the Strategic Economic Framework. • The Combined Authority applies social value principles in its evaluation of large service contracts and contracts for implementing projects. Through the planned update of its Procurement Strategy, which sets out efficient and effective objectives for purchasing materials, services and supplies, the Combined Authority is aiming to put a greater emphasis on social value measures such as encouraging apprentices. Spending with local suppliers will continue to be a priority and the Strategy will be used to help promote equality and fairness, ensure environmental sustainability, and build the capacity and sustainability of the voluntary and community sector.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>D. Determining the interventions necessary to optimise the achievement of the intended outcomes</p> <p>Local government achieves its intended outcomes by providing a</p>	<p>We will: Determine interventions</p>	<ul style="list-style-type: none"> • The strategic priorities of the SEF shape the decision making of the Combined Authority and ensure interventions are prioritised to deliver the aims and objectives of the Combined Authority. The statutory Local Transport Plan – the Transport Strategy - sets out specific transport interventions and the planned outcomes. • The format of decision-making reports to ensure that all relevant information is considered such as analysis of options and resource

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<p>mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised</p>		<p>implications. Options are clearly defined and analysed to ensure decisions are based on the best possible information.</p> <ul style="list-style-type: none"> • Project appraisal processes seek to ensure maximum value for money from investments. The assurance framework is applied to these projects and ensure that they are effectively assessed (in terms of analysis of options, resource implications and strategic outcomes) and evaluated before approval is sought to proceed and that outcomes are achieved.
	<p>We will: Optimise achievement of intended outcomes</p>	<ul style="list-style-type: none"> • The annual budget is prepared for scrutiny and approval by Members and published in line with agreed priorities and the medium-term financial strategy. Budget plans are shared in advance with partner local authorities. • The assurance framework provides the means to assess projects in terms of outcomes to enable a prioritisation of interventions.
	<p>We will: Plan interventions</p>	<ul style="list-style-type: none"> • The corporate plan sets out the planned interventions for the coming year. Longer term plans are included in detailed strategies contained within the Strategic Economic Framework. • Leadership team and Combined Authority and LEP Boards receive performance monitoring reports at regular intervals based on agreed actions and targets for the year.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it</p> <p>Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate</p>	<p>We will: Develop the entity’s capacity</p>	<ul style="list-style-type: none"> • The Combined Authority has now implemented much its change programme, the Mayoral Combined Authority Ready Programme, which contained a number of workstreams to support the organisation’s transition to a legal Mayoral Combined Authority alongside the internal change required. Further work is ongoing to ensure the organisation is able to discharge its functions effectively. • A training and development plan sets out how employees will be developed and an equality and diversity officer has been appointed to take this work forward.

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<p>qualifications and mind-set, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.</p>	<p>We will: Develop the capability of the entity's leadership and other individuals</p>	<ul style="list-style-type: none"> • A Protocol on Member/Officer Relations assists both Members and officers achieve good working relationships in the conduct of Combined Authority business. • A Scheme of Delegation is in place and is reviewed annually in light of legal and organisational changes. • Officers are appointed using competency-based role profiles. Managers are required to set clear objectives including an equality, diversity and inclusion commitment, for each employee and to then measure their performance against these competencies and objectives. Appropriate training and support is provided to assist in meeting these. • There is a mandatory induction programmes for all employees and training for new members joining the Combined Authority. • Health and Safety policies designed to protect and enhance the welfare of staff are actively promoted and monitored.
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Principle	Sub principles	Our actions and behaviours to achieve this:
<p>F. Managing risks and performance through robust internal control and strong public financial management</p> <p>Local government needs to ensure that the organisations and</p>	<p>We will: Manage risk</p>	<ul style="list-style-type: none"> • A risk strategy sets out risk management arrangements that are embedded across all service areas and help inform decision making. This includes the risk appetite statement and risk management policy. • Arrangements for risk are kept under review by a Regulatory and Compliance Board (with representation from all Directorates) and the Member Governance and Audit Committee, with regular reporting to the Combined Authority and LEP Boards.

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<p>governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability. It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority</p>		<ul style="list-style-type: none"> • Risk registers developed for all projects, with the assurance framework ensuring these are properly maintained. Directorate risk registers have also been developed that are linked to team level registers and which enable risks to be escalated to the corporate register as necessary. • Business continuity arrangements are in place and are refreshed and updated. Incident response arrangements are also kept updated and tested. • An officer Health and Safety Committee ensures compliance with the Health and Safety at Work Act (HSAWA) and ensures a system is in place for the management of health and safety risks. • An internal audit team undertakes an annual programme of risk based audits and reports back on these to the Governance and Audit Committee. • The Mayor maintains a risk register focused on key risks associated with delivery of the Police and Crime Plan, and the working of the Policing and Crime Team. • Strategic risk is considered at the Mayor’s Good Governance Group which is attended by senior risk owners and the chair of the Joint Independent Audit and Ethics Committee.
	<p>We will: Have strong public financial management</p>	<ul style="list-style-type: none"> • The Director, Corporate and Commercial Services is designated section 73 Officer and ensures compliance with matters of financial regulation and control. • Following transfer of the policing and crime function from the PCC to the Mayor in May 2021 the Managing Director of the Combined Authority became the statutory Head of Paid Staff and the Director, Corporate and Commercial Services, became the S73 Officer • Financial procedures are documented in the Financial Regulations and detailed procedures exist as required at an operational level within the central Finance team. A full Financial Procedures manual will be developed during the year to detail further the financial processes that officers need to follow. • Annual accounts are produced promptly and presented for external audit in accordance with statutory timescales.

		<ul style="list-style-type: none"> • The financial position is reported quarterly to Governance and Audit Committee and monthly to Combined Authority / Leadership Team. • The Combined Authority participates in the bi-annual National Fraud Initiative whereby final records are shared / matched / potential frauds investigated across public authorities.
	<p>We will: Manage performance</p>	<ul style="list-style-type: none"> • Key indicators have been identified which support the corporate plan which sets out the actions required in year to deliver the corporate objectives. These corporate KPIs will be set at the start of each year and performance managed against them. • The Scrutiny Standing Orders provide for the three Scrutiny Committees to call in any Combined Authority decision. Throughout the year the Overview and Scrutiny Committees have a programme that they define and that enables it to consider policy and objectives before, during and after decisions are made. A Scrutiny Officer has been appointed to provide full support to this Committee. • Agendas, minutes of the various Scrutiny meetings and any associated reports with recommendations to the Combined Authority are published on the Combined Authority’s website. • Contracts Standing Orders and Financial Regulations set out the Authority’s arrangements and ensure that processes continue to operate consistently. These are updated annually.
	<p>We will: Have robust internal controls</p>	<ul style="list-style-type: none"> • An annual report is produced by Internal Audit which provides an opinion on the Combined Authority’s control environment, and a self-assessment of its arrangements against the public sector internal audit standards and CIPFA’s guide to the role of the Head of Internal Audit. • Financial Regulations ensures responsibility and controls over expenditure are clearly assigned. • The Annual Governance Statement (AGS) is produced for inclusion in the annual accounts that are subject to review and approval by the Governance and Audit Committee. • The Governance and Audit Committee oversees the management of governance issues, internal controls, risk management and financial

		<p>reporting with the latter reported to every full Combined Authority meeting</p> <ul style="list-style-type: none"> • The Governance and Audit Committee Terms of Reference are reviewed annually and revised to reflect professional bodies' expectations and best practice.
	We will: Manage data	<ul style="list-style-type: none"> • Procedures for the effective, fair and lawful processing of data are set out in the Data Protection Policy and supporting information governance framework. The Combined Authority will be compliant with the requirements of the General Data Protection Regulation (GDPR) and Data Protection Act 2018 (Data Protection Legislation). • The Combined Authority's ICT policies control access to the network and data held on it, with information regarding the use of passwords and sharing of data set out. These policies have recently been reviewed and updated. • Effective information sharing is undertaken in accordance with the Data Protection Legislation and the Combined Authority's Data Protection Policy. • Data Subjects are informed why their personal information is being collected and how it will be processed (including when shared with other bodies) through the appropriate form of privacy notices. These processes have been updated in the light of the new requirements contained within the Data Protection Legislation. • Information Sharing Agreements are in place to document the sharing of information with other organisations. • Data verification and validation processes are integrated within systems and processes.

Principle	Sub principles	Our actions and behaviours to achieve this:
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability	We will: Implement good practice in transparency	<ul style="list-style-type: none"> • Agendas, reports and minutes for Combined Authority and LEP Boards, Panels and formal committees are published on the Combined Authority website in accordance with statutory deadlines. • Adoption of the Transparency Code and a Publication Scheme providing information on the website regarding Combined Authority

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<p>Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.</p>		<p>business, expenditure and governance. The process for making Freedom of Information requests is clearly set out on the website.</p> <ul style="list-style-type: none"> • The Combined Authority moved to the live streaming of Combined Authority meetings in 2017. The LEP Board holds its meetings in public with papers published online five days beforehand.
	<p>We will: Implement good practices in reporting</p>	<ul style="list-style-type: none"> • Annual Financial Statements are compiled, published to timetable and included on the Combined Authority’s website. This includes the Annual Governance Statement (AGS) • The external auditor’s report on the accounts is published on the website. • An annual business plan is published which also includes a review of achievements in the previous year.
	<p>We will: Provide assurance and effective accountability</p>	<p>The AGS sets out the Combined Authority’s governance framework and the results of the annual review of the effectiveness of the Combined Authority’s internal controls and governance arrangements.</p> <ul style="list-style-type: none"> • An effective internal audit service is resourced and maintained. The team has direct access to members if required and provides assurance on governance arrangements via an annual report containing an opinion on the Combined Authority’s internal control arrangements. • External Audit provides an annual opinion on the Combined Authority’s financial statements and arrangements for securing value for money. • The assurance framework governing investment decisions is reviewed annually and compliance with official guidelines reported to government. • The Police & Crime Panel has oversight functions in relation to the Mayor’s exercise of police and crime functions as the Police and Crime Commissioner (PCC), including reviewing the PCCs Police and Crime Plan, the Mayor’s annual report on PCC Functions and the appointment of the Chief Constable.