

## **GOVERNANCE AND AUDIT COMMITTEE**

**MEETING TO BE HELD AT 1.00 PM ON WEDNESDAY, 6 APRIL 2022  
IN LARGE MEETING ROOM, WELLINGTON HOUSE, 40-50  
WELLINGTON STREET, LEEDS**

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE GOVERNANCE AND  
AUDIT COMMITTEE HELD ON 30 SEPTEMBER**  
(Pages 1 - 4)
- 5. NOTES OF THE MEETING OF THE GOVERNANCE AND AUDIT  
HELD ON 13 JANUARY**  
(Pages 5 - 8)
- 6. TREASURY MANAGEMENT**  
(Pages 9 - 12)
- 7. INTERNAL AUDIT PROGRESS REPORT**  
(Pages 13 - 30)
- 8. INTERNAL AUDIT PLAN**  
(Pages 31 - 38)
- 9. EXTERNAL AUDIT PROGRESS REPORT**  
(Pages 39 - 58)
- 10. COMPLIANCE AND MONITORING**  
(Pages 59 - 70)
- 11. RISK MANAGEMENT**  
(Pages 71 - 80)

**Signed:**

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font, followed by a long horizontal stroke that extends to the right.

**Managing Director  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
GOVERNANCE AND AUDIT COMMITTEE  
HELD ON THURSDAY, 30 SEPTEMBER 2021 AT REMOTE MEETING -  
TO BE LIVESTREAMED HERE:  
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2  
ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE) (COPY AND PASTE THE LINK IN YOUR BROWSER)**

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**Present:**

Councillor Susan Hinchcliffe (Chair)  
Councillor Jane Scullion (Substitute)  
Councillor Cathy Scott (Substitute)  
Debbie Simpson

Bradford Council  
Calderdale Council  
Kirklees Council  
Independent Member

**In attendance:**

Mark Outterside  
Angela Taylor  
Bronwyn Baker  
Jonathan Sheard  
Ben Kearns

Mazars Auditors  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority

**12. Apologies for Absence**

Apologies had been received from Councillor Swift, Councillor Pandor, Councillor Robinson, and Joanna Wardman.

**13. Declarations of Disclosable Pecuniary Interests**

There were no declarations of pecuniary interests at the meeting.

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

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

**15. Minutes of the Meeting of the Governance and Audit Committee held on 18 March**

**Resolved:** That the minutes of the meeting of the Governance and Audit Committee held on 18 March be approved.

**16. Notes of the Meeting of the Governance and Audit Committee held on 22**

**July**

**Resolved:** That the notes of the meeting on 22 July be approved.

**17. Internal Audit Progress Report**

Members considered a report that set out progress against delivery of the current 2021-22 internal audit plan.

Work against the plan was underway and a review of natural flood management was attached as an appendix to the submitted report.

Members noted that several reviews were in progress and would be reported to the next meeting of the Committee. Health and safety, the second stage of procurement around the Adult Education Budget as well as contract management were some of the auditors to be report at the next meeting.

Members noted the recruitment issues experienced by the internal audit team and the need to attract higher calibre candidates to match the increasing complexity of the work.

Members asked if supply chain resilience for transport services as well as risks associated with increase in construction costs would form a part of upcoming audits. It was noted that internal audit would remain agile in its approach to risks and audits throughout the year.

**Resolved:** That the report be noted

**18. External Audit Progress Report**

Members considered a report which provided an update on external audit matters since the last meeting

Members noted that the Public Sector Audit Appointments (PSAA) consultation and a summary of the consultation findings was attached at appendix 1. PSAA would revisit areas of their proposals and the prospectus for the nation scheme commencing from April 2023 would be published in September and a report would be brought to the next meeting of the Committee.

**Resolved:** That the report be noted

**19. Annual Accounts 2020/21**

The Committee considered a report that presented the annual accounts for 2020/21 for approval.

The annual accounts were attached at appendix 1 to the submitted report and the audit completion report from Mazars was attached at appendix 3. Mark Outterside, from Mazars, was in attendance to present the external auditors

view of the account and members noted that all outstanding items at the time of written had since been completed. There had been one mis-stated account and minor disclosure errors, but none were significant.

It was noted that the external auditors' value for money conclusion could be issued up to 3 months after the accounts had been signed off.

Members thanked the officers and the external auditors for completing the annual accounts on time and to a good standard.

The Committee requested a session on the audit arrangements for Office of the Police and Crime Commissioner as well as further information on treasury management arrangements.

It was suggested that a review of the new governance arrangements and committee structure could be reviewed.

Members questioned an outstanding transaction from Leeds City Council which matured in April. Officers would circulate a note following the meeting to members to clarify.

**Resolved:**

- (i) That the Treasury Management Statement be approved.
- (ii) That Mazars Audit Completion Report be noted.
- (iii) That the annual accounts for the year ended 31 March 2021 be approved.
- (iv) That the response to the external audit question to 'those charged with governance' be approved.

**20. Compliance and Monitoring**

The Committee considered a report which set out any changes to arrangements for internal controls since the last meeting.

There had been no significant changes or breaches in the arrangements for internal controls and no RIDDOR incidents in the period.

Members noted that the Combined Authority at present had two sets of treasury management arrangements the Office of Police and Crime Commissioner which were administered by Wakefield Council while the Combined Authority's was administered by Leeds City Council. A fuller review was planned to ascertain whether all treasury management arrangements would benefit from being administered by a single party.

The Committee requested that the risk register and risk management strategy to be brought to the next meeting. Members also asked for a closer look at information flows within the organisation to ensure that the Governance and Audit Committee was sighted on any important issues escalating from office

boards.

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



**NOTES OF THE MEETING OF THE  
GOVERNANCE AND AUDIT COMMITTEE  
HELD ON THURSDAY, 13 JANUARY 2022 AT REMOTE MEETING - TO  
BE LIVESTREAMED HERE:  
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCAZJNSGPQZZT41VIBN2  
ZK9A/LIVE](https://www.youtube.com/channel/UCAZJNSGPQZZT41VIBN2ZK9A/LIVE) (COPY AND PASTE THE LINK IN YOUR BROWSER)**

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**Present:**

Debbie Simpson (Chair)  
Councillor Jane Scullion (Substitute)  
Councillor Shabir Pandor  
Councillor Matthew Robinson  
Joanna Wardman

Independent Member  
Calderdale Council  
Kirklees Council  
Leeds City Council  
Independent Member

**In attendance:**

Mark Dalton  
Ben Still  
Angela Taylor  
Bronwyn Baker  
Craig Taylor  
Caroline Allen  
Ben Kearns

Mazars  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority

**21. Apologies for Absence**

Apologies were received from Councillor Hinchliffe and Councillor Swift.

**22. Declarations of Disclosable Pecuniary Interests**

There were no declarations of Pecuniary Interests

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

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

**24. Minutes of the Meeting of the Governance and Audit Committee held on  
30 September**

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

## **25. Internal Audit Progress Report**

Members considered a report that progress against delivery of the 2021-22 internal audit plan.

Two reviews had been completed since the last meeting of the Committee which were summarised at appendix 1.

Members noted the ongoing difficulty of recruitment to the internal audit team. Work was underway with HR to review team structure to ensure internal audit was well positioned to deliver for the organisation.

Members queried the items on the plan without a RAG rating which would become clear as further audit work was undertaken to allow for an audit opinion.

Members noted the internal audit charter which had been through an annual review and was attached at appendix 2.

Resolved:

- (i) That the internal audit progress to date be noted.
- (ii) That the committee recommend to the Managing Director that the Audit Charter be approved.

## **26. External Audit Progress Report**

Members considered a report that provided an update on external audit matters that had occurred since the last meeting.

Members considered the approach to the PSAA and recommended to the Combined Authority that the organisation continue to opt into PSAA national scheme.

**Resolved:** That the Committee recommend to the Combined Authority that it opt-in to the PSAA led national scheme for the appointment of external auditors, effective from April 2023.

## **27. Annual Audit 2020-21**

Members considered a report that presented the annual Audit Report from the external auditor on the financial year 2020/21.

Members approved the annual accounts for 2020/21 at its meeting on 30 September. Further work was required on the value for money opinion as well as a review of the Whole of Government Accounts.

Formal confirmation had yet to be received that the Whole of Government accounts was not required and so the audit could not be closed but the work was substantially complete.



Members discussed the role of public engagement throughout the audit process and the requirement to advertise the annual accounts.

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

## **28. Compliance and Monitoring**

The committee considered a report which set out any changes to the arrangements for internal control since the last meeting.

There had been no significant changes to internal controls in the period.

Members noted the revised treasury management statement and strategy. The PCC was now included in the Combined Authority's treasury management arrangements but the decision making process was different for the policing and non-policing treasury managements. It was intended that the treasury management arrangements would be brought together.

Members asked for a further information on the treasury management arrangements which would be brought to a future meeting.

**Resolved:**

- (i) That the Committee the information contained in this report be noted.
- (ii) That the treasury management statement and strategy and reserves policy be endorsed.

## **29. Ethical Governance Changes**

Members considered a report that set out the updated procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct.

The current procedure was ambiguous in parts and had been updated in light of guidance from the LGA guidance.

Members asked for a flow chart to be included to better visualise the process through each stage.

**Resolved:** That the revised procedure be endorsed and recommended to the Combined Authority for approval

## **30. Assurance Framework Review**

Members considered a report that set out changes to the Assurance Framework.

**Resolved:** That the Assurance Framework be endorsed.

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** **Treasury Management**

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**Director(s):** Angela Taylor, Director, Corporate and Commercial Services

**Author(s):** Katie Hurrell, Head of Finance

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## **1 Purpose of this report**

- 1.1 To provide members with information on the treasury management arrangements in place for the West Yorkshire Combined Authority.

## **2 Information**

- 2.1 The regular governance meetings continue to be held with Leeds City Council to consider and review the transactions relating to investments and treasury management. The last meeting was on 13<sup>th</sup> January 2022 and no areas of concern were raised. The high level of cash balances was considered and the challenges this presents with regard to placing funds with approved counterparties.
- 2.2 Following the transfer of the Police and Crime functions to the Combined Authority from 10 May 2021, similar arrangements with regards to policing funds have been adopted. These treasury management arrangements are administered by Wakefield Council and in line with the treasury management policies agreed by the former Office of the Police and Crime Commissioner, which generally align with those of the Combined Authority. At the last meeting with Wakefield Council no areas of concern were raised in relation to those policing arrangements.
- 2.3 It is intended to bring together all the treasury management arrangements such that they will be administered by a single partner authority. An expression of interest for providing the treasury services is to be sent out to all five local council partners with the aim of having the service in place as early as possible in the new financial year.
- 2.4 The debt held by the former Office of the Police and Crime Commissioner transferred to the Combined Authority at the time of the Mayoral election in 2021 and responsibility for borrowing and debt management rests with the Mayor but with transactions undertaken through the legal entity of the

Combined Authority. This was recognised in the updated treasury management strategy and policy that was considered by this Committee in January and subsequently approved by the Combined Authority in February.

- 2.5 At a previous meeting of this Committee members requested another presentation on the treasury management arrangements in place. The Combined Authority undertakes its treasury arrangements in conjunction with Leeds City Council, with responsibilities set out in a service level agreement and now also with Wakefield Council, again with responsibilities set out in a service level agreement.
- 2.6 A presentation will be given at the meeting setting out the treasury management framework, the responsibilities of Governance and Audit Committee members in that regard, and the treasury management strategy in place. Officers from Leeds City Council, David Brown, Senior Treasury Manager, and Richard Ellis, Head of Finance, will be in attendance to deliver the presentation and take questions.
- 2.7. Members of this Committee were informed at the January meeting that following the November 2021 Prudential Code consultation, the revised Codes and guidance had been finalised and published on 20th December 2021. This has however introduced some timing issues for local authorities resulting in the Codes being a “soft” launch. Recommendation from CIPFA is that these Codes and guidance should be adopted at the earliest opportunity however given its close proximity to the budget and strategy setting process it is acknowledged that this may not be achievable for 2022/23.
- 2.8. The Codes and changes within them will be examined in detail and any changes will be considered and adopted once they have been fully identified and understood.
- 2.9. Members are reminded that broad themes from the consultations were changes to:
- Investments primarily for yield.
  - Borrowing in advance of need primarily for yield
  - Introduction of new Prudential indicators (PI) in relation to investments
  - Introduction of a new PI called the Liability benchmark.
  - Changes to/removal of certain existing Prudential Indicators.
  - Changes to or redrafting of many sections of narrative to aid clarity or remove ambiguity.

### **3 Financial Implications**

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

### **4 Legal Implications**

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

## **5      Staffing Implications**

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

## **6      External Consultees**

6.1      No external consultations have been undertaken.

## **7      Recommendations**

7.1      That the Committee note the presentation and consider what further information it wishes to receive on treasury management.

## **8      Background Documents**

None.

## **9      Appendices**

None.

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** Internal Audit Progress Report

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

**Author:** Bronwyn Baker, Head of Internal Audit

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" 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 ask members to consider the contents of the report and supporting Appendix 1 detailing progress against the delivery of the current 21/22 internal audit plan.

## 2. Information

### Audit Delivery for 2021/22

#### Recruitment

- 2.1 Recruitment is still proving to be highly problematic, out of the four vacancies on the team, only one role, that of auditor, has been filled. The two senior auditor and principal auditor roles are currently out to advert again. There have been no suitable applicants for all three of these roles to date. This issue is clearly not just affecting the Audit Team or indeed the Combined Authority with colleagues in other MCAs and Local Authorities reporting similar problems. The Head of Internal Audit is working closely with the HR Business Partner to consider alternative options, in particular to bring in some temporary resource while the recruitment is underway.

### Work against the audit plan

- 2.2 The team are working exceptionally hard to deliver the remaining reviews on the plan in time to inform the annual opinion, with reports aiming for completion by April/May, and progress is now really starting to come through with a number of reviews completed, but an even more significant number of reviews in progress. There is one review that received limited assurance and two advisory reports that highlight where management can consider improvements to current processes and practices. There is also a review of the Combined Authority Creditors and Purchasing system that received reasonable assurance along with another reasonable assurance report on the second stage of the AEB procurement process.

### Fraud/Whistleblowing/Money Laundering

- 2.3 Good progress continues to be made on developing Anti Money Laundering processes and supporting documentation. The internal fraud case highlighted previously concerned inappropriate time recording and has now been through the internal disciplinary process and action taken. This case is now concluded.

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

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

## **4. Inclusive Growth Implications**

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

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

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

## **6. Financial Implications**

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

## **7. Legal Implications**

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

## **8. Staffing Implications**

- 8.1 As identified above, recruitment is still underway and the design and structure of the team still needs to be addressed.

## **9. External Consultees**

- 9.1 No external consultations have been undertaken.



## **10. Recommendations**

10.1 That the Committee considers and notes the internal audit progress to date.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Internal Audit Progress Report March 2022

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# **Governance & Audit Committee Internal Audit Progress Report**

**March 2022**

# 1. Key Headlines / Index

**Top three issues** –Transport, in particular bus partnerships/franchising and mass transit; delivery against Mayoral Pledges; Resource and recruitment.

**Progress against 2021/22 Audit Plan and any planned changes** – there are no further proposed changes to the plan since the last meeting of the Committee and work is progressing to ensure delivery in time to inform the annual opinion. Overall plan progress is detailed at pages 8 – 11.

**Outstanding actions-** At page 11 a brief summary is provided of audit recommendations made since April 2020. Audit monitor the status of implementation of recommendations and where recommendations are overdue, Audit work with Management to monitor progress, agree revised implementation dates or perform follow up reviews.

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**Feedback from clients** – Audit have not received any feedback forms for the recently issued reports to date, but the overall KPI position is still reflected in the section on Performance Measures.

**Performance Measure-** Page 13 provides some details on our performance measures.

## 2. Reports Issued/ Progress Updates

19

### Audit Report – Contract Management (Bus Shelter Repairs)

Internal Audit reviewed the contract for glazing, repair and maintenance services of bus stops to determine compliance with contract standing orders and standards. The contract, managed by Transport and Property Services, was awarded in 2017 covering a wide provision of maintenance and repair services to bus stops, bus shelters and unmanned bus stations under a call-off arrangement.

The review resulted in an audit opinion of **LIMITED** assurance concluding that while there has been some compliance with contract standards, there were key areas where sufficient evidence of control was not demonstrated.

Three recommendations were made to improve document management and ensuring contract extension agreements and decisions and monitoring of budgetary activity was suitably recorded and evidenced.

The service intends to re-tender the contract and support is currently being provided by the Commercial team and, it is expected a new agreement will be in place from June 2022.

### Audit Report – Creditors and Purchasing

Internal Audit reviewed the adequacy and effectiveness of controls in place to manage risks associated with the Creditor and Purchasing systems and concluded that audit opinion of **REASONABLE** assurance can be given.

The review examined user access controls to both the purchasing and financial system, controls around changes to supplier information, sample checking of invoices paid, ensuring the system was reconciled regularly and performance (time taken to pay invoices) was monitored.

Two recommendations were raised to strengthen existing controls around changes to supplier details, and order approval permissions on the purchasing system.

The review also highlighted reporting limitations within the current financial system however noted that these should be addressed with the impending implementation of the new Integrated financial system.

### Advisory Report – Transport Grants (Financial Processes)

This review culminated from a series of grants received in the Transport Services directorate requiring internal audit certification that identified a number of issues. Following discussions with Senior Management it was agreed that a wider review of financial process relating to bus services should be undertaken. The review examined the process of preparing claims for audit certification, reviewed documentation and examined the internal financial control processes and oversight arrangements within the service.

We highlighted a number of areas for management to consider including developing clear internal quality assurance processes for grants certification, ensuring working papers supporting claims are comprehensive and that there was appropriate oversight of this, outstanding claim/returns should be pursued as a matter of priority and that consideration should be given to developing a grants manual. We also highlighted that it may be an opportune time to carry out a review of financial processes as part of the development of the new financial system.

### **Advisory Report – Special Educational Needs (SEN) Transport Services**

Audit previously investigated a fraud referral which, while it could not be taken forward as it did not relate to a fraud against the Authority, did highlight a number of areas in which the organisation could make improvements to its current processes within the SEN Transport Team. This work has now concluded and an advisory report was issued which made a number of recommendations that the business are going to address moving forwards.

The recommendations covered the following areas: ensuring that all records relating to drivers are properly maintained as some issues were found with systems (overwriting previous details), alternative drivers, incomplete information; contracts should be updated to include specifying expected documentation in relation to payments and subcontractor arrangements (invoices or payslips) and ensuring allowance for Open Book reviews as required; the Commercial Services Team should be used to provide expertise on any future contracting processes and required due diligence; financial reporting to be made clearer so that payments for different reasons (eg relief payments) can be separately considered, monitored and verified against approved funding.

### **AEB Procurement**

Internal Audit was commissioned to provide assurance over the procurement process to appoint providers to deliver Adult Education Budget (AEB) services in the West Yorkshire Region. The review focused on ensuring there was compliance with contract standing orders, procurement rules and guidance that had been developed to support the AEB tendering process.

Our work concluded that a **REASONABLE** level of assurance can be given on the basis that there was compliance with contract standing orders, good controls were in place over the assessment and evaluation of bids and the AEB team were duly supported by the Commercial team to ensure guidance was followed. Moreover, we found that evaluation and scoring documentation was thorough although we did make one recommendation to further improve the audit trail when agreeing allocation of funds. Awards were approved by Senior Leadership and approvals were received prior to commencing any contracts with the suppliers.

## MCA Workstream Updates

Internal Audit has been providing advice and guidance to various MCA workstreams as part of its planned work for 21/22. The following are updates against that work:

### MCA Workstream - **Integrated Corporate System:**

Head of Internal Audit sits on the Project Board for this work and along with the rest of the Board is monitoring: progress against the project plan, any issues or emerging risks and providing advice and guidance to the project team as necessary. The project is now well underway and a health check project audit has been commissioned from our ICT specialist audit partner that is due to commence from mid March. This will ensure that any initial issues/risks receive early attention and will give the Project Board its independent assurance that things are on track.

MCA Workstream – **Police and Crime Commissioner (PCC) Arrangements:** the Head of Internal Audit is continuing to meet regularly with the Head of the West Yorkshire Police (WYP) Shared Service to develop protocols for working together/placing reliance on the respective internal audit teams work. The wider review of governance arrangements has made some suggestions to the Joint Audit and Ethics Committee about potential changes to that Committee, specifically with a view to separating the Ethics aspects and allowing a broader set of stakeholders to contribute to that discussion.

MCA Workstream – **AEB:** The Principal Auditor with responsibility for AEB sits on the AEB Performance Group, as well as leading the assurance workstream for the project, see report below for detailed update.

## Adult Education Budget (AEB)

The Combined Authority took control of the £63 million devolved Adult Education Budget (AEB) and £2 million delegated Level 3 funding on 1st August 2021.

Internal Audit have been active Project Board members, providing support at a strategic level and have continued to do so on the new AEB Performance Group. The Principal Auditor who leads on this area has also been:

- **Audit and Assurance-** Liaising with the Education and Skills Funding Agency (ESFA) and other MCA's on the Audit and Assurance and Fraud Investigations (AAFI) group, developing the Operational AEB Audit and Assurance Workplan and planning and carrying out initial reviews on two providers.
- **ICT and data-** determining data report requirements for audit purposes from Power BI and ESFA source data to inform control and compliance reviews of providers.
- **Operational provider management-** working with the new AEB Contract Management and AEB Key Account Management Teams to further develop the performance management framework and processes, including the recording and assessment of flexibilities requests and exceptions reporting/ monitoring.

Recruitment of a further full time Principal Internal Auditor and two Senior Internal Auditors to support the provision of a programme of compliance visits to enable the organisation to meet its assurance requirements to the Department for Education regarding the funding provided has commenced but been unsuccessful so far.

## Counter Fraud, Whistleblowing and Anti Money Laundering

The previously notified internal fraud referral relating to time recording which was investigated by the HR team has now concluded and disciplinary action has been taken.

The work on Anti Money Laundering (AML) has also progressed with some additional recorded training sessions on using the newly developed Know Your Customer checklists now in place for staff, once they have completed the basic AML training.

The table below provides a summary of referrals reported during 2021-22.

	Total number of referrals 21/22	Investigation completed - No breach/no further action	Investigation completed – further action taken	Still under investigation



Fraud – External	0	N/A	N/A	N/A
Fraud – Internal	1	N/A	1	N/A
Whistleblowing	0	N/A	N/A	N/A
AML	0	N/A	N/A	N/A

### Grant certification

Internal Audit resource continues to provide certification in accordance with the funding bodies grant determination letter requiring the Head of Internal Audit to sign off expenditure incurred. Since our last report in January 2022, Audit have reviewed and certified the following grants.

Grant	Claim Period	Value certified £
LTA Bus Recovery Grant	2021-22	£809,043 (TBC)
Covid-19 Bus Support Grant	2021-22	£5,755,000
Connecting Innovation	Q4 (01/10-31/12)	£123,477
Rebiz (REF2)	Q4 (01/10-31/12)	£285,544
Investment Readiness	Q4 (01/10-31/12)	£46,005
Strategic Business Growth	Q4 (01/10-31/12)	£389,559
Interreg SHARE North	July – Dec 2021	£68,621

A number of issues were identified in the bus recovery/support grants which resulted in some additional audit advisory work. There is a summary of this report in Section 2 above (Transport Grants – Financial Processes).

### 3. 2021/22 Internal Audit Plan

Assurance Area	Scope	Current Status/Timetable
Project and Programme Assurance - Natural Flood Management	A cycle of project and programme assurance reviews to be undertaken. The reviews will primarily focus on compliance with the Assurance Framework as well as good project and contract management compliance.	Completed review Reasonable Assurance rating given
Health & Safety	To provide assurance that H&S policies and practices are up to date and meet legislative requirements and review processes around incidents and reporting of these and action taken as a result.	Completed review Reasonable Assurance rating given
Contract Management - Mechanical and Electrical Maintenance Repair service contract	A cycle of contract management reviews to ensure compliance with contract standing orders and contract management principles.	Completed review Reasonable Assurance rating given
Contract Management - Review of Bus Shelters contract	A cycle of contract management reviews to ensure compliance with contract standing orders and contract management principles.	Completed Review Limited Assurance rating given (see above)
Compliance with Contracts Standing Orders & Financial Regulations	Focus on the current financial system specifically the Creditors and Purchasing (Accounts Payable) system.	Completed Review Reasonable Assurance rating given (see above)
Adult Education Budget Procurement Stage 2	To provide assurance over the Adult Education Budget mini competition Stage 2 of the Procurement process for selection of Independent Training Providers.	Completed Review Reasonable Assurance rating given (see above)

Assurance Area	Scope	Current Status/Timetable
Counter Fraud work including a review of business support Covid grants	The counter fraud officer is currently developing a report and recommendations regarding relief payments made for a particular sector as a result of the fraud investigation undertaken earlier in the year.	Completed Advisory Review (see above)
Bus Funding Model - Financial Processes (Transport Services)	As a result of conducting grant assurance work where some issues with audit trails were established, an advisory review was conducted to recommend improvements to the recording and oversight of financial processes in this area.	Completed Advisory Review (see above)
AEB	Various reviews in line with newly developed assurance framework for AEB. Ongoing advice and guidance, to be followed by provider assurance in Q4.	First Provider report at Draft Stage
Contract Management – Customer Care, Cleaning and Security	A cycle of contract management reviews to ensure compliance with contract standing orders and contract management principles.	In progress
Climate Change	To follow up recommendations made during the last review.	In progress
Safeguarding	A review of our safeguarding policy and guidance, including a review of processes and practices where services are commissioned in transport services, ensuring staff receive safeguarding training at an appropriate level.	In progress
Procurement	To carry out deeper dives on some of the larger, more difficult procurements.	In progress
Security of Assets	This review will focus on the Combined Authority's asset management processes.	In progress
Equalities	To follow up on audit recommendations made in the last review.	In progress

Assurance Area	Scope	Current Status/Timetable
ICT – Cyber Security	Salford Internal Audit Service to provide specialist ICT work beginning with a review of Cyber Security.	In progress
Integrated Corporate System (HR, Finance, Payroll)	To review progress with implementation of the new Integrated Corporate System.	Scoping
Complaints Handling/Casework	A review of the arrangements put in place post the mayoral election.	Quarter 4
Risk Management	Annual health check to inform the audit opinion and follow up work from 2020-21	Quarter 4
HR	Focus on key risks and controls in HR, particularly around HR data	Quarter 4
GDPR and data privacy	To focus on compliance with policies and practices within directorates where significant GDPR issues arise and to review the Data Privacy Impact Assessments process.	Quarter 4
Various grant certifications	Grant certification provided In line with funding applications and funding agreements	See above grants table
Attendance on Boards	Advice and guidance to inform the control framework	Ongoing advice and guidance
MCA Workstreams	See above commentary	Ongoing advice and guidance
Commercial	A review of any new commercial arrangements put in place, this may defer to 22/23 as these developments are not yet in place	To be deferred
Insolvencies	This review is proposed to be removed from the plan as other areas are prioritised and resource is constrained.	To be removed

Assurance Area	Scope	Current Status/Timetable
Inter Directorate Working - Use of SLAs/MOUs	This review is proposed to be removed from the plan as other areas are prioritised and resource is constrained.	To be removed

#### Overall Opinion Ratings

Level of Assurance	Description
Reasonable	There is a good framework of controls in place and the majority of controls are being consistently applied to ensure risks are managed effectively.
Limited	There is an adequate framework of controls in place but the controls are not being consistently applied to ensure the risks are managed effectively.
Minimal	There is a weak framework of control in place and/or the controls are not being consistently applied to ensure the risks are managed effectively.

## 4. Audit Follow up

As previously agreed with the Committee, Audit reports on any outstanding actions. The table below provides an update on the status of each audit recommendation made since April 2020 (unless carried forward as outstanding). There is 1 overdue recommendation this relates to Contract Management (from Feb 2020 report), Audit continue to monitor progress with implementation of this.

The 1 recommendation “not to be implemented” has previously been reported but for completeness relates to an action in the Contract Management report (from Feb 2020 report) and corresponds to amending role profiles which it was agreed would be removed until contract management standards were fully in place and then revisited. Audit continue to work with Management to address overdue recommendations. The implementation of recommendations is based upon Management’s own assessments except where Internal Audit have carried out formal follow up work.

Directorate	Total	Implemented	In progress	Overdue	Not advised	Not to be Implemented
<b>Cross Cutting</b>	3	3	0	0	0	0
<b>Corporate and Commercial Services</b>	40	21	17	1	0	1
<b>Delivery Services</b>	2	2	0	0	0	0
<b>Economic Services</b>	0	0	0	0	0	0
<b>Strategy, Comms, Policing</b>	5	1	4	0	0	0
<b>Policy and Development</b>	0	0	0	0	0	0
<b>Transport Services</b>	6	1	5	0	0	0
<b>Total</b>	<b>56</b>	<b>28</b>	<b>26</b>	<b>1</b>	<b>0</b>	<b>1</b>

## 5. Performance measures

The following provides some general performance indicator information to support the Committee in assessing the performance of Internal Audit.

Measure	Annual Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	YTD
Annual Governance Statement deadline 2020/21 - to include annual audit opinion	May (draft) September (final)	NA	Achieved	NA	NA	NA	Achieved	NA	NA	NA	NA	NA	Achieved
Customer Satisfaction	80% good or above	N/A	NA	100%	NA	NA	100%	NA	100%	NA	NA	NA	100%
Reports issued within 10 working days from completion of audit work	95%	100%	0%	75%	NA	0%	0%	NA	50%	NA	0	100%	63%
Percentage of recommendations agreed	90%	100%	NA	100%	NA	NA	NA	100%	100%		100%	100%	100%
Fraud/ Whistleblowing acknowledgement, where appropriate, within 10 working days	100%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	One Internal Fraud notified *
Fraud/ Whistleblowing reports to be issued within 10 working days of investigation completion	95%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	No reports issued to date
Grant certifications to be completed within 3 working days (or to a separately agreed deadline) of a fully completed evidence file being received	95%	100%	100%	NA	NA	100%	50%	50%	100%	100%	100%	100%	87%

- One internal fraud notification was for recording purposes only (see previous fraud section) as it had been dealt with by our HR team and through the conduct policy and did not therefore contribute to our performance indicators.

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** Internal Audit Plan 2022/23

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

**Author:** Bronwyn Baker, Head of Internal Audit

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" 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 ask members to consider and approve the draft internal audit plan for 2022/23 in Appendix 1.

## 2. Information

### Proposed Audit Plan for 2022/23

#### Background

- 2.1 The primary sources for informing the plan derive from external horizon scanning from the annual 'Risk in Focus' research published by the Chartered Institute of Internal Auditors, outcomes from work undertaken in the current plan year, the Corporate Risk Register and directorate risks discussed with Combined Authority Directors.

#### Key areas to highlight

- 2.2 The plan has been developed to keep focus on the management of contracts, projects and procurements to ensure that the work being done centrally to develop standards and good practice guidance is adopted and adhered to

throughout the business. There is also attention being paid to new and developing areas, in particular, use of new technology and new business development. A major area of assurance continues to be on the Adult Education Budget and the Integrated Corporate Systems project, both of which will see a number of planned reviews for this coming year.

- 2.3 One of the key deliverables for the Combined Authority is the Mass Transit Programme. In agreement with the Director responsible for this, Internal Audit is going to place reliance on the planned series of Gateway Reviews and will offer any additional assurance support if it is needed.

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

- 3.1 There are no climate emergency implications directly arising from this report, however Audit will give assurance on progress against Climate Change progress by the Authority as part of the planned work for 22/23.

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

- 4.1 There are no inclusive growth implications directly arising from this report, however Audit will give assurance on any relevant audit work that has Inclusive Growth implications as part of the planned work for 22/23.

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

- 5.1 There are no equality and diversity implications directly arising from this report, however Audit will be including EDI progress in any relevant reviews along with conducting specific Equality audits as part of the plan for 22/23.

### **6. Financial Implications**

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

### **7. Legal Implications**

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

### **8. Staffing Implications**

- 8.1 If recruitment remains an issue into the next audit plan year, the proposed reviews will need to be reconsidered and the Committee asked to endorse any subsequent changes to the plan to accommodate resource constraints.

### **9. External Consultees**

- 9.1 No external consultations have been undertaken.

### **10. Recommendations**

- 10.1 That the Committee considers and approves the draft audit plan for 2022/23.

## **11. Background Documents**

The annual 'Risk in Focus' report from the Chartered Institute of Internal Auditors has been used to inform external horizon scanning.

## **12. Appendices**

Appendix 1 – Draft Internal Audit Plan 22/23

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## Appendix 1

### DRAFT 22/23 Internal Audit Plan

	Assurance Area	Provenance	Link to Corporate Risks/Priorities
1	Integrated Corporate Systems (HR, Finance, Payroll)	Directorate Risk	Corporate Priorities
2	Bus Funding Model (spend forecast on tendered services/ concessionary fares, checks on controls/payments)	Transport Directorate Risk, External Horizon Scanning - Financial (Risk in Focus)	Corporate Priorities
3	GDPR (ICO Framework)	Corporate Policy, External Horizon Scanning - Security (Risk in Focus)	Legal and Compliance risk (CRR-LC1)
4	ICT – various, including Cyber Security	Corporate Risk Register, External Horizon Scanning - Cyber (Risk in Focus)	Safety and Security (CRR-SS2)
5	Health & Safety	Corporate Risk Register, External Horizon Scanning – H&S (Risk in Focus)	Legal and Compliance risk (CRR-LC1), Safety and Security (CRR-SS1)
6	Climate Change – external plans	Corporate Risk Register, External Horizon Scanning – Climate (Risk in Focus)	Environmental (CRR-E1)
7	Project and Programme Assurance (various reviews, but to include TCF and further aspects of CRSTS)	Corporate Risk Register, Directorate Risk, External Horizon Scanning - Reputation (Risk in Focus)	Service Delivery and Operational (CRR-SD1)
8	Equalities (progress against the Local Govt Framework and internal EDI measures)	Corporate Priorities, External Horizon Scanning - Reputation (Risk in Focus)	Corporate Priorities
9	Procurements (sample to confirm compliance with Fin Regs/Contracts Standing Orders)	Combined Authority Financial Regulations, External Horizon Scanning - Regulations (Risk in Focus)	Corporate Priorities

10	Contract Management (sample to confirm compliance with Fin Regs/Contracts Standing Orders)	Corporate Risk Register, External Horizon Scanning – Regulations/Governance (Risk in Focus)	Service Delivery and Operational (CRR-SD1)
11	Flexibus (review of evidence of success of service) – Priority for early part of plan year	Transport Directorate Risk	Corporate Priorities
12	Risk Management	Annual health check to inform the audit opinion	Corporate Priorities
13	MCard Sales through the new App (improvements to reduce fraud risk)	Transport Directorate Risk, External Horizon Scanning - Fraud (Risk in Focus)	Corporate Priorities
14	AEB (Various reviews in line with newly developed assurance framework for AEB)	ES Directorate Risk, External Horizon Scanning – Regulations/ Reputation (Risk in Focus)	Corporate Priorities
15	Counter Fraud work	Combined Authority Financial Regulations, External Horizon Scanning – Regulations/Fraud (Risk in Focus)	Corporate Priorities
16	Security of Assets (scope to be determined, but building on previous year's work)	Combined Authority Financial Regulations, External Horizon Scanning - Financial (Risk in Focus)	Corporate Priorities
17	Compliance with Contracts Standing Orders & Financial Regulations	Combined Authority Financial Regulations, External Horizon Scanning - Financial (Risk in Focus). This will consider a specific aspect of the financial systems eg creditors/expenses.	Corporate Priorities
18	Commercial, Development and Investment work, specifically Business Accelerator Fund (claim and payment arrangements)	ES Directorate Risk, External Horizon Scanning - Financial (Risk in Focus)	Corporate Priorities
19	Police and Crime Team Commissioning (including Violence Reduction Unit)	Policy Directorate Risk, External Horizon Scanning - Regulations (Risk in Focus)	Corporate Priorities

20	PAN Programme Charges (benchmark review)	Delivery Directorate Risk, External Horizon Scanning - Reputation (Risk in Focus)	Corporate Priorities
21	Grant Audits	In line with funding applications and funding agreements	Corporate Priorities
22	Attendance on Officer Project Boards	Advice and guidance to inform the control framework	Corporate Priorities
23	Various grant certifications	In line with funding applications and funding agreements	Corporate Priorities

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** External audit progress report

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**Director(s):** Angela Taylor, Director, Corporate and Commercial Services.

**Author(s):** Katie Hurrell, Head of Finance

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## 1. Purpose of this report

- 1.1 To provide an update on external audit matters that have occurred since the last meeting.

## 2. Information

### Annual Accounts 2020/21 – Final Audit Update

- 2.1 The audit completion report was presented to the last Committee meeting on 13 January 2022. The final audit certificate was pending due to awaiting clarification from Government on the requirement to complete Whole of Government Accounts. This further instruction is still awaited.

### Other External Updates – Public Sector Auditor Appointments Ltd (PSAA)

- 2.2 The decision to opt-in to the PSAA arrangements for the future appointment of external auditors was recommended by this Committee and subsequently approved by the Combined Authority in February 2022. This arrangement will take effect from 1<sup>st</sup> April 2023. A formal notification of the Combined Authority opting-in has now been made by the S73 Officer and in agreement with the Chief Constable the Mayor has also approved the opt-in for the Chief Constable audit.

### Emergency consultation update of the 2021/22 and 2022/23 Code from CIPFA

- 2.3 Only 9% of local authority accounts in England met the audit publication deadline of 30 September 2021. In December 2021, the Department of Levelling-up Housing and Communities asked CIPFA to consider ways in which the Code may ameliorate this crisis position. CIPFA LASAAC considered this request and has issued this exceptional consultation, which

explores two possible changes that may be made as an update to the 2021/22 Code and to the agreed position in the 2022/23 Code. The two main proposals are:

- An adaptation to the code to allow local authorities to pause professional valuations for operational property, plant and equipment for a period of up to two years (though the initial proposal is for the 2021/22 financial year); this approach also explores the use of an index to be used to increase or reduce that valuation
- Deferring the implementation of IFRS 16 Leases for a further year and reversing the planned changes to the 2022/23 code to implement that standard.

- 2.4 The deadline to respond to CIPFA was 3<sup>rd</sup> March. The Combined Authority Financial Accountant responded to the consultation on 25<sup>th</sup> February - with a welcome view on the whole but noted that it was probably too late to pause asset valuation for 2021/22 year end as engagements with professional valuers have already been taken place by both the Combined Authority and West Yorkshire Police finance teams.

#### External Audit 2021/22 Timetable & Approach

- 2.5 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 both group accounts and consolidation, as well as a partial year for West Yorkshire Police. The Combined Authority audit for 2020/21 was one of the few that achieved the 30 September deadline but in recognition of the additional complexities for the 2022/22 accounts it has been agreed that audit finalisation will take place in November 2022 and not September 2022, adopting the additional time extension that has been made available by auditors. The finance teams from the Combined Authority and West Yorkshire Police are working well together at preparing template accounts and preparing for the production of the accounts but this is also complicated by Grant Thornton not yet having finalised the accounts for the Police up to 13 May 2021.
- 2.6 Resulting from this, a Governance and Audit Committee meeting will be scheduled into the calendar of meetings for November for the consideration and approval of the 2021/22 accounts.
- 2.7 An audit progress report from Mazars is attached at Appendix 1 for information and they intend to provide a more detailed audit plan to the June meeting. They will be in attendance at this meeting to update on progress including the interim audit and any other matters. Mazars will be undertaking the audit of both the Chief Constable accounts and those of the Combined Authority for 2021/22.

### **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. Financial Implications**

5.1 There are no financial directly arising from this report.

**6. Legal Implications**

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

**7. Staffing Implications**

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

**8. External Consultees**

8.1 No external consultations have been undertaken.

**9. Recommendations**

9.1 To note the external audit activities.

9.2 To consider the External Audit Progress report from Mazars.

**10. Background Documents**

None.

**11. Appendices**

Appendix 1 External Audit Progress report

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# External Audit Progress Report

West Yorkshire Combined Authority

43  
March 2022



1. Audit Progress
2. National publications

44

# 01

## Section 01: **Audit Progress**

# Audit Progress

## Purpose of this report

This report provides the Committee’s March 2022 meeting with:

- An update on the 2021/22 audit planning process; and
- a summary of recent relevant reports and publications for your information (Section 2).

## 2020/21 Audit

As explained in our Auditor’s Annual Report (issued January 2022) we have not been able to issue our audit certificate which formally closes the 2020/21 audit. This is because we have not yet received group audit instructions from the National Audit Office in respect of our work on the Authority’s Whole of Government Accounts (WGA) submission.

## 2021/22 Audit

In the period since the last Governance and Audit Committee we have met with the Director of Corporate and Commercial Services and their team.

We are currently updating our understanding of the Combined Authority’s mayoral functions and particularly its new Police and Crime Commissioner responsibilities. We have also received notification from the PSAA that Mazars has been appointed as auditor of the Chief Constable of West Yorkshire, from 2021/22 to 2022/23.

We expect this to result in significant changes to the Authority’s financial accounts process and financial statements in 2021/22.

At the time of writing this report we plan to complete our audit planning work in April 2022 and to present our Audit Strategy Memorandum thereafter.

In December 2021 the Department for Levelling Up, Housing and Communities announced measures to support the timeliness of local audit, this includes extending the deadline for publishing audited local authority accounts to 30 November 2022 for 21/22 accounts. We are currently assessing what these means in terms of the timing of our work at the Combined Authority. We will provide an update at the next Governance and Audit Committee.



# 02

## Section 02: **National publications**

# National publications

	Publication/update	Key points
<b>Chartered Institute of Public Finance and Accountability (CIPFA)</b>		
1.	New Prudential and Treasury Management Codes	These two statutory and professional codes are important regulatory elements of the capital finance framework within which local authorities operate.
2.	CIPFA launches value for money toolkit with the University of Oxford's GO Lab	Based on the UK National Audit Office's standard definition of value for money, the toolkit offers a consistent approach to programme evaluation.
3.	Emergency proposals for an update of the 2021/22 Code of Practice on Local Authority Accounting in the United Kingdom and the 2022/23 Code	CIPFA published a consultation on emergency proposals for the update of the 2021/22 (and 2022/23) Code. They are aimed at improving the completion rates for publication of audited accounts and include: <ul style="list-style-type: none"> <li>• delaying the implementation of IFRS 16 for at least 1 year, so the implementation date would now be 1 April 2023 at the earliest; and</li> <li>• allowing for an optional pause of the property revaluation cycle.</li> </ul>
<b>Department for Levelling Up, Housing and Communities</b>		
4 <sup>48</sup>	Consultation on changes to the capital framework: Minimum Revenue Provision	This consultation seeks views on proposed changes to regulations to better enforce the duty of local authorities to make prudent Minimum Revenue Provision each year.
5.	Measures to improve local audit delays and accounts and audit timetable confirmed	DLUHC have announced a new package of measure to support the improved timeliness of local audit. These include additional funds and an extension of the deadline for publishing accounts.
<b>National Audit Office (NAO)</b>		
6.	The Government's preparedness for the COVID-19 pandemic: lessons learned for government on risk management	The report sets out central government's risk analysis, planning, and mitigation strategies prior to the arrival of the COVID-19 pandemic, with the aim of drawing out wider learning for the government's overall approach.
7.	The Local Government finance system in England: Overview and Challenges	This overview looks at what local government in England spends, how this spending is funded and the effect of changes in recent years. It draws on relevant findings from past NAO work.
8.	Departmental Overview 2020-21: Department for Levelling Up, Housing and Communities	This provides a summary of the Department's spending in 2020-21, its major areas of activity and performance, and the challenges it is likely to face in the coming year.
9.	Cyber and Information Security: Good practice guide	Audit committees should be scrutinising cyber security arrangements. This guidance complements government advice by setting out high-level questions and issues for audit committees to consider.

# National publications

	Publication/update	Key points
National Audit Office (NAO) - continued		
10.	Climate change risk: A good practice guide for Audit and Assurance Committees	This guide helps Committees recognise how climate change risks could manifest themselves and support them in challenging senior management on their approach to managing climate change risks.
11.	AGN/03 – Auditor’s work on Value for Money Arrangements – Updated Guidance	NAO has updated its guidance and confirmed there are no significant changes to the expected approach or timetable.
Financial Reporting Council		
12.	Inspection findings into the quality of major local body audits	The findings show an improvement on the previous year but the timeliness of reporting was a concern.

# NATIONAL PUBLICATIONS

## CIPFA

### 1. CIPFA publishes new Prudential and Treasury Management Codes, December 2021

CIPFA has published the new Prudential Code for Capital Finance in Local Authorities (Prudential Code) and Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes (the Treasury Management Code) following a consultation period. These two statutory and professional codes are important regulatory elements of the capital finance framework within which local authorities operate. Local authorities are required by regulation to 'have regard to' their provisions. Guidance notes will follow shortly in the new year.

The updated **Prudential Code** includes the following as the focus of the substantive changes:

- The provisions in the code, which present the approach to borrowing in advance of need in order to profit from additional sums borrowed, have been strengthened. The relevant parts of the code have augmented to be clear that borrowing for debt-for-yield investment is not permissible under the Prudential Code. This recognises that commercial activity is part of regeneration but underlines that such transactions do not include debt-for yield as the primary purpose of the investment or represent an unnecessary risk to public funds.
- Proportionality has been included as an objective in the Prudential Code. New provisions have been added so that an authority incorporates an assessment of risk to levels of resources used for capital purposes.

The main changes to the updated **Treasury Management Code** and the accompanying guidance for local authorities are as follows:

- Investment management practices and other recommendations relating to non-treasury investments are included within the Treasury Management Practices (TMPs) alongside existing TMPs.
- The guidance will recommend the introduction of the Liability Benchmark as a treasury management indicator for local government bodies (note that CIPFA has issued a toolkit to assist local authorities with the production of this indicator).
- Environmental, Social and Governance (ESG) risks are incorporated into TMP1 (Risk Management) rather than a separate TMP 13.
- The purpose and objective of each category of investments should be described within the Treasury Management Strategy.

<https://www.cipfa.org/about-cipfa/press-office/latest-press-releases/cipfa-issues-new-prudential-and-treasury-management-codes>

# NATIONAL PUBLICATIONS

## CIPFA (continued)

### 2. CIPFA launches value for money toolkit with the University of Oxford's GO Lab, August 2021

CIPFA has partnered with the Government Outcomes Lab (GO Lab) from the University of Oxford's Blavatnik School of Government to develop the innovative GO Lab-CIPFA Value for Money (VfM) Toolkit.

Based on the UK National Audit Office's standard definition of value for money, the toolkit offers a consistent approach to programme evaluation and has been developed in response to recent trends towards the use of outcomes-based contracts (OBCs) and impact bonds.

The toolkit provides public managers with a framework to help assess the economic validity of public programmes, while also serving as a self-assessment instrument. The toolkit promotes thinking about the longer-term effects of interventions, such as outcomes and impacts, during the design and planning stage of public sector programmes.

The GO Lab-CIPFA VfM toolkit is available for free download on the CIPFA website.

<https://www.cipfa.org/services/go-lab-cipfa-value-for-money-toolkit>

### 3. Emergency proposals for an update of the 2021/22 Code of Practice on Local Authority Accounting in the United Kingdom and the 2022/23 Code, February 2022

CIPFA LASAAC has issued an exceptional consultation on time limited changes to the code to help alleviate delays to the publication of audited financial statements. Only 9% of local authority accounts in England met the audit publication deadline of 30 September 2021. The consultation closes on 3 March 2022.

In December 2021, the Department of Levelling-up Housing and Communities asked CIPFA LASAAC to consider ways in which the code may ameliorate this crisis position. CIPFA LASAAC considered this request and has issued this exceptional consultation, which explores two possible changes that might be made as an update to the 2021/22 code and to the agreed position in the 2022/23 code. After considering a wide range of options CIPFA LASAAC decided to explore two approaches:

- an adaptation to the code to allow local authorities to pause professional valuations for operational property, plant and equipment for a period of up to two years (though the initial proposal is for the 2021/22 financial year); this approach also explores the use of an index to be used to increase or reduce that valuation
- deferring the implementation of IFRS 16 *Leases* for a further year and reversing the planned changes to the 2022/23 code to implement that standard.

The consultation also shows the wide range of options that CIPFA LASAAC considered, which includes some which the board considered were outside of its terms of reference.

<https://www.cipfa.org/policy-and-guidance/consultations/emergency-proposals-for-update-of-202122-and-202223-codes>

## Department for Levelling Up, Housing and Communities

### 4. Consultation on changes to the capital framework: Minimum Revenue Provision, December 2021

This consultation seeks views on proposed changes to regulations to better enforce the duty of local authorities to make prudent Minimum Revenue Provision each year.

Local authorities borrow and invest under the Prudential Framework (the Framework), which comprises legislation and 4 statutory codes that authorities must have regard to. Under this system, authorities have wide freedoms to borrow and invest without the need to seek the government's consent, provided that borrowing is affordable. The intent of the Framework is to make sure local decisions are prudent, affordable and sustainable.

The government is aware that some authorities employ practices that are not fully compliant with the duty to make a prudent revenue provision, resulting in underpayment of MRP. This was reported in the NAO's report Local Authority Investment in Commercial Property (February 2020) and the subsequent report by the Public Accounts Committee in July 2020, which recommended the government take steps to address the issue.

<https://www.gov.uk/government/consultations/changes-to-the-capital-framework-minimum-revenue-provision/consultation-on-changes-to-the-capital-framework-minimum-revenue-provision#excluding-specific-debt-from-mrp-determination>

### 5. New package of measures to support the improved timeliness of local audit

This publication sets out a range of measures agreed with key partners to support the timely completion of local government audits and the ongoing stability of the local audit market. The measures include:

- Steps to increase the number of auditors with skills to carry out the work;
- Additional funding to support increases in audit fees; and
- Extension of the audit deadlines to 30 November 2022 and 30 September for 2023 onwards.

[https://www.gov.uk/guidance/measures-to-improve-local-audit-delays?utm\\_medium=email&utm\\_campaign=govuk-notifications&utm\\_source=81365e1a-e6b1-4c1b-bce1-b5ef8fafef6f&utm\\_content=daily#section-4-longer-term-measures-to-help-stabilise-the-market-and-address-long-term-supply-issues](https://www.gov.uk/guidance/measures-to-improve-local-audit-delays?utm_medium=email&utm_campaign=govuk-notifications&utm_source=81365e1a-e6b1-4c1b-bce1-b5ef8fafef6f&utm_content=daily#section-4-longer-term-measures-to-help-stabilise-the-market-and-address-long-term-supply-issues)

# NATIONAL PUBLICATIONS

## National Audit Office

### 6. The Government's preparedness for the COVID-19 pandemic: lessons learned for government on risk management, November 2021

In November 2021

This report sets out the facts on:

- the government's approach to risk management and emergency planning (Part One);
- the actions the government took to identify the risk of a pandemic like COVID-19 (Part Two);
- the actions the government took to prepare for a pandemic like COVID-19 (Part Three); and
- recent developments (Part Four).

The report sets out central government's risk analysis, planning, and mitigation strategies prior to the arrival of the COVID-19 pandemic, with the aim of drawing out wider learning for the government's overall risk management approach.

The report concludes that this pandemic has exposed a vulnerability to whole-system emergencies – that is, emergencies that are so broad that they engage the entire system. Although the government had plans for an influenza pandemic, it did not have detailed plans for many non-health consequences and some health consequences of a pandemic like COVID-19. There were lessons from previous simulation exercises that were not fully implemented and would have helped prepare for a pandemic like COVID-19. There was limited oversight and assurance of plans in place, and many pre-pandemic plans were not adequate. In addition, there is variation in capacity, capability and maturity of risk management across government departments.

The pandemic also highlighted the need to strengthen the government's end-to-end risk management process to ensure that it addresses all significant risks, including interdependent and systemic risks. This will require collaboration on risk identification and management not only across government departments and local authorities, but also with the private sector and internationally. For whole-system risks NAO states that the government needs to define its risk appetite to make informed decisions and prepare appropriately so that value for money can be protected. NAO state that the pandemic has also highlighted the need to strengthen national resilience to prepare for any future events of this scale, and the challenges the government faces in balancing the need to prepare for future events while dealing with day-to-day issues and current events.

The full report can be seen at this link: <https://www.nao.org.uk/report/the-governments-preparedness-for-the-covid-19-pandemic/>

# NATIONAL PUBLICATIONS

## National Audit Office

### 7. The Local Government finance system in England: Overview and Challenges, November 2021

This overview looks at what local government in England spends, how this spending is funded and the effect of changes in recent years. It draws on relevant findings from past NAO work.

The overview aims to enhance financial transparency about local government in England. It covers:

- An introduction to local government funding
- Government policy and actions since 2010
- Some results or consequences of these changes.

The report headlines include the following in respect of the impact of the changes implemented by government on councils:

- Rising social care spending has squeezed funds available for non-social care services, yet rising spend has not prevented concerns about social care, and projections suggest continued cost and demand pressures.
- Local authorities have made substantial spending reductions in some services and sought to maximise revenue funding from other sources. Some local authorities have sought to maximise revenue available for services in ways that may reduce financial resilience. Commercial property investment strategies have increased some local authorities' exposure to risk. Local authorities now rely more on sources of income that are dependent on local economic conditions.
- A lack of short-term funding certainty hampers local authorities' ability to plan. Local authorities are also planning and delivering services amid medium-term financial uncertainty. Financial uncertainty does not support value-for-money decision-making.
- The governance mechanisms that support decision-making about financial sustainability are under strain. The financial resilience of the local government sector was being tested, even before the COVID-19 pandemic

The full report can be seen at this link: <https://www.nao.org.uk/report/the-local-government-finance-system-in-england-overview-and-challenges/>



# NATIONAL PUBLICATIONS

## National Audit Office

### 8. Departmental Overview 2020-21: Department for Levelling Up, Housing and Communities, November 2021

This provides a summary of the Department for Levelling Up, Housing and Communities' spending in 2020-21, its major areas of activity and performance, and the challenges it is likely to face in the coming year, based on the insights from NAO's financial audit and value for money work.

The full report can be seen at this link: <https://www.nao.org.uk/report/departmental-overview-2020-21-department-for-levelling-up-housing-and-communities/>

### 9. Cyber and Information Security: Good practice guide, October 2021

Audit committees should be scrutinising cyber security arrangements. To aid them, this guidance complements government advice by setting out high-level questions and issues for audit committees to consider.

The  guide provides a checklist of questions and issues covering:

- The overall approach to cyber security and risk management;
- Capability needed to manage cyber security; and
- Specific aspects, such as information risk management, engagement and training, asset management, architecture and configuration, vulnerability management, identity and access management, data security, logging and monitoring and incident management.

The guidance is based on NAO previous work and our detailed systems audits, which have identified a high incidence of access-control weaknesses. It also provides links to other government guidance and NAO resources.

The full report can be seen at this link: <https://www.nao.org.uk/report/cyber-security-and-information-risk-guidance/>

# NATIONAL PUBLICATIONS

## National Audit Office

### **10. Climate change risk: A good practice guide for Audit and Assurance Committees, August 2021**

This guide will help ARACs recognise how climate change risks could manifest themselves and support them in challenging senior management on their approach to managing climate change risks.

The full report can be seen at this link: <https://www.nao.org.uk/report/climate-change-risk-a-good-practice-guide-for-audit-and-risk-assurance-committees/>

### **11. AGN/03 – Auditor’s work on Value for Money Arrangements – Updated Guidance, December 2021**

NAO has updated its guidance and confirmed there are no significant changes to the expected approach or timetable for 2021/22 audits.

The guidance can be seen at this link: <https://www.nao.org.uk/code-audit-practice/guidance-and-information-for-auditors/>

# NATIONAL PUBLICATIONS

## Financial Reporting Council

### 12. Inspection findings into the quality of major local body audits, October 2021

The Financial Reporting Council (FRC) published in October 2021 its [inspection findings into the quality of major local body audits](#) in England (which includes large health and local government bodies) for the financial year ended 31 March 2020.

The FRC reviewed 20 major local audits performed by six of the largest audit firms and found 6 (30%) required improvements. This is an improvement on the prior year inspection results where 60% of audits inspected required either improvements or significant improvements.

The FRC found that the firms have taken action in response to previous findings, however, the timeliness of auditor reporting was disappointing.

The key areas requiring action by some of the audit firms included:

- strengthening the audit testing of expenditure;
- improving the evaluation and challenge of assumptions used in concluding over investment property valuations;
- improving the evaluation of assumptions used in property, plant and equipment valuations; and
- providing improved rationale supporting a modified audit opinion.

FRC found that all Value for Money arrangement conclusions inspected by the FRC required no more than limited improvements.

The full report can be seen at this link: <https://www.frc.org.uk/news/october-2021/frc-publishes-latest-major-local-audit-quality-ins>

# Contact

## Mazars

Director: Mark Dalton

Email: [mark.dalton@mazars.co.uk](mailto:mark.dalton@mazars.co.uk)

Senior Manager: Mark Outterside

Email: [mark.outterside@mazars.co.uk](mailto:mark.outterside@mazars.co.uk)

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** **Compliance and Monitoring**

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**Director(s):** Angela Taylor, Director, Corporate and Commercial Services

**Author(s):** Katie Hurrell, Head of Finance

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**1. Purpose of this report**

- 1.1 To consider any changes to the arrangements for internal control in the West Yorkshire Combined Authority since the last meeting of the Committee.
- 1.2 To consider the 2021/22 and 2022/23 financial positions.

**2. Information**

- 2.1 This paper is provided to each meeting of the Governance and Audit Committee and provides information and assurance on governance issues. Any changes to, or failures of, internal control will be reported along with significant risk issues.

**Internal controls**

- 2.2 There have been no significant changes to internal controls in the period and monthly reconciliations are up to date.
- 2.3 Measures put in place to enable business to continue during the pandemic remain robust and changes made were fully captured within guidance notes and procedures.
- 2.4 The newly appointed Head of Finance is now in post and transfer of responsibilities and accountabilities have been handed over by the interim support.
- 2.5 The Regulatory and Compliance Board at officer level continues to meet and will provide information as required to this Committee and the Combined Authority. Its meetings have considered assurances provided by the work undertaken by internal audit, health and safety, information governance, risks and controls and compliance including financial, procurement, HR and other policies, statutory returns and transparency arrangements. Actions are being

identified to ensure compliance is adequately documented and evidenced. Enhanced dashboard reporting from the Health and Safety Committee is in progress. There were no matters that needed escalating to this Committee from the latest officer meeting.

### **Treasury Management**

- 2.6 The regular governance meetings continue to be held with Leeds and Wakefield Councils to consider and review the transactions relating to investments and treasury management. The last meeting was on 13/1/2022 with Leeds City Council and no areas of concern were raised. The high level of cash balances was considered and the challenges this presents with regard to placing funds with approved counterparties. The February meeting of the Combined Authority approved the treasury management strategy that was considered by this Committee at its last meeting.

### **Key indicators**

- 2.7 The Committee has requested regular information via key indicators, specifically with regard to accidents reportable to the Health and Safety Executive and with regard to key controls.
- 2.8 No further RIDDOR incidents have been reported since the previous meeting, leaving the total for the year at two.
- 2.9 Key indicators are monitored in relation to the suite of financial controls undertaken monthly in both the finance and the concessions and integrated ticketing team. These are both up to date as at the time of writing this report.

### **Financial monitoring**

#### **Revenue Budget and Capital budget 2021/22**

- 2.10 The financial position is being monitored through the Finance, Resources and Corporate Committee (FRCC) which receives regular reports on expenditure forecasts and financial performance information. The latest reporting on performance against both revenue and capital budget are attached as **Appendices 1 and 2**.
- 2.11 As at January 2022, there is an anticipated £2.2m savings against the revenue budget. The savings are mainly due to staffing costs and bus operator payments and are therefore not expected to recur in future years. These savings are offset by actual election costs being c.£300k higher than what was accrued for at last year end.
- 2.12 Regular forecasts continue to be undertaken and key matters brought to future meetings. At present the key risk remains the impact of the pandemic, and in particular the way in which this impacts on bus recovery. It is still unclear what government funding is available to support this into the new

financial year and how any funding will be distributed as well as how the bus industry will respond to the changing situation.

### Capital 2021/22

- 2.13 Progress on capital budgets is attached at Appendix 2, a summary of the capital programme spend and funding as at February 2022 (effectively quarter 3 spend). The appendix includes the indicative programme budget, programme end dates (where applicable) and budgets for 2021/22 and the third quarter spend / claims received from partner authorities.
- 2.14 Capital expenditure in quarter 3 represents just over 57% of the in-year revised forecast. This compares well with previous years spend at quarter 3. It should be noted that the majority of spend across all programmes usually occurs in quarter 4. In 2021/22 the Combined Authority is expecting expenditure in the region of £300 million. This level of spend will continue and is likely to escalate further once new funding streams are confirmed, in particular, the City Region Sustainable Transport Settlement (CRSTS).

### Budget 2022/23

- 2.15 The revenue and indicative capital budgets were approved by the Combined Authority on 3rd February 2022 and are attached at **Appendix 3 and 4** for information. The full budget report for the meeting of 3 February 2022 is available [here](#).
- 2.16 The final revenue budget is a balanced position for 2022/23 after one off future year grant funding confirmation received since the draft budget. Looking beyond 2022/23, there are still significant number of risks and challenges ahead, including the recovery from the national pandemic, any additional responsibilities and functions of the new mayoral combined authority, actions that may be required to respond to the UK bus operations and the uncertainty around future funding streams. The focus in the Combined Authority on value for money must continue and previously agreed savings and reductions built into the baseline for 2021/22 will continue going forward, along with additional savings to be identified.
- 2.17 **Appendix 4** sets out the latest forecast budget for capital expenditure and funding by programme for up to 2024/25. Work is currently ongoing to revise the structure of capital reporting in the future to identify spend across the full programme against the Combined Authority's priorities.

## **4 Tackling the Climate Emergency Implications**

- 4.1 There are no climate emergency implications directly arising from this report. All projects approved through the assurance process are required to consider climate impact.

## **5 Inclusive Growth Implications**

- 5.1 There are no inclusive growth implications directly arising from this report. All projects approved through the assurance process are required to consider their impact on inclusive growth.

**6. Financial Implications**

- 6.1 As set out in 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 consider the information contained in this report.

**11. Background Documents**

None.

**12. Appendices**

Appendix 1 – Financial monitoring (revenue)

Appendix 2 – Financial monitoring (capital)

Appendix 3 – Revenue Budget 2022-23

Appendix 4 – Capital Estimates 2021-2025



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

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

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

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West Yorkshire Combined Authority Revenue Budget	Corporate £	Corporate Services £	Delivery £	Economic Services £	Policy, Strategy & Comms £	Transport & Property Services £	Total Budget 2022/23 £
Employee Costs	1,389,142	6,238,773	6,604,244	4,652,213	7,715,563	6,645,193	33,245,129
Indirect Employee Costs	858,300	593,033	450	7,100	-	15,820	1,474,703
Premises Costs	-	-	-	-	-	6,542,217	6,542,217
Supplies and Services	432,100	100,636	500	453,427	712,336	779,770	2,478,769
Supplies and Services - funded	-	-	-	2,172,687	-	-	2,172,687
ICT Related Costs	-	2,083,395	-	-	-	1,291,501	3,374,896
Travel, Subsistence & Transport Costs	10,000	312,447	12,106	72,150	18,000	32,990	457,693
Tendered Services	-	-	-	-	-	25,466,000	25,466,000
Concessions	-	-	-	-	-	53,750,000	53,750,000
Prepaid Tickets Costs	-	-	-	-	-	15,000,000	15,000,000
Grants and Agency costs	367,327	29,742	-	74,194,728	37,281	123,278	74,752,357
Professional Services & Consultancy	68,900	200,250	250,000	200,000	411,000	256,500	1,386,650
Professional Services & Consultancy - funded	-	-	-	1,708,174	-	-	1,708,174
Financing Charges	6,993,836	-	-	-	-	158,657	7,152,493
Other (indicative approval and saving targets)	3,882,951	-	-	-	-	(412,269)	3,470,683
<b>Total Expenditure</b>	14,002,557	9,558,275	6,867,300	83,460,479	8,894,180	109,649,657	232,432,449
Capitalisation / Internal Recharges	(2,700,000)	(1,786,233)	(6,610,488)	(88,703)	(1,491,884)	(1,972,711)	(14,650,020)
Income (concession, departure, rent ect.)	-	-	-	-	-	(26,384,186)	(26,384,186)
Grant BSOG	-	-	-	-	-	(2,063,000)	(2,063,000)
Grant SRG	(895,000)	-	-	-	-	-	(895,000)
Grant LEP Specific Grants	(552,606)	-	-	-	-	-	(552,606)
Transport Levy	(92,198,000)	-	-	-	-	-	(92,198,000)
Other Grants - Revenue (Gainshare Projects)	(3,776,500)	-	-	(11,001,660)	(219,755)	-	(14,997,915)
Other Grants - Revenue (Capacity Gainshare)	(1,750,000)	-	-	-	-	-	(1,750,000)
Other Grants - Revenue (Mayoral Capacity Fundir	(1,000,000)	-	-	-	-	-	(1,000,000)
Other Grants - AEB	-	-	-	(64,154,905)	-	-	(64,154,905)
Other Grants - Projects	-	-	-	(5,847,526)	(114,189)	-	(5,961,715)
Income Enterprise Zone Receipts	(3,465,045)	-	-	-	-	-	(3,465,045)
Income Interest Received	(1,592,323)	-	-	-	-	-	(1,592,323)
Income Other	(333,000)	-	(256,812)	(1,118,684)	(513,624)	(545,613)	(2,767,733)
<b>Total Income</b>	(108,262,475)	(1,786,233)	(6,867,300)	(82,211,478)	(2,339,453)	(30,965,510)	(232,432,449)
<b>Net Expenditure Total</b>	<b>(94,259,918)</b>	<b>7,772,042</b>	<b>-</b>	<b>1,249,001</b>	<b>6,554,728</b>	<b>78,684,147</b>	<b>0</b>

Indicative Budget 23/24 £	Indicative Budget 24/25 £
31,420,860	31,877,391
1,431,385	1,447,042
6,535,598	6,688,624
3,646,368	3,246,843
1,520,474	739,700
3,560,421	4,070,650
419,378	418,780
25,866,000	25,866,000
53,750,000	53,750,000
20,000,000	25,000,000
63,476,399	62,296,996
1,392,540	1,393,213
191,500	191,500
7,524,191	7,361,495
2,562,033	1,537,731
223,297,147	225,885,964
(13,959,485)	(14,161,156)
(31,434,023)	(36,484,176)
(2,063,000)	(2,063,000)
-	-
(552,606)	(552,606)
(92,198,000)	(92,198,000)
(5,693,823)	(3,045,251)
(3,450,000)	(3,050,000)
(500,000)	(500,000)
(62,999,141)	(62,999,060)
(897,200)	(206,185)
(3,728,098)	(3,728,098)
(1,426,965)	(345,900)
(2,300,686)	(2,239,695)
(221,203,028)	(221,573,127)
2,094,119	4,312,837

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<u>Capital Expenditure</u>	2021/22	2022/23	2023/24	2024/25
	£	£	£	£
Growth Deal - Economic Development	480,329			
West Yorkshire plus Transport Fund	86,025,688	102,395,761	115,196,453	117,555,161
Leeds Public Transport Investment Programme (LPTIP)	45,270,442	368,755		
Transforming Cities Fund	39,605,197	129,518,965	146,122,163	131,843,479
Integrated Transport Block / Highways Maintenance / Challenge Fund	52,450,545	4,281,941	225,446	
Corporate Projects	4,038,709	2,609,900		
Broadband	6,110,569	2,429,409		
Land Release Fund & One Public Estate	1,028,993			
Getting Building Fund	44,557,357			
Brownfield Housing Fund	13,554,997	29,178,719	20,321,836	3,000,000
Emergency Active Travel Fund (Revenue and Capital)	7,805,868			
British Library North	151,414	3,803,586	8,482,333	12,562,667
Other (inc. Business Accelerator Fund, Clean Bus)	1,000,000	3,070,000	2,289,000	3,702,000
New Station Fund	2,000,000	10,000,000		
<b>A - Total Capital Spend</b>	<b>304,080,107</b>	<b>287,657,035</b>	<b>292,637,231</b>	<b>268,663,306</b>

<u>Capital Funding</u> (includes c/fwd from 2020/21)	2021/22	2022/23	2023/24	2024/25
	£	£	£	£
Growth Deal / Transport Fund	(63,128,837)	(50,450,000)	(50,450,000)	(50,450,000)
Leeds Public Transport Investment Programme (LPTIP)	(44,685,761)			
Broadband	(6,865,522)	(1,674,456)		
Getting Building Fund	(44,557,357)			
Emergency Active Travel Fund	(7,805,868)			
Land Release / One Public Estate	(1,028,993)			
Integrated Transport Block, Highways Maintenance / Pothole (DfT)	(57,991,550)			
Transforming Cities Fund	(169,124,161)	(137,519,145)		
Brownfield Housing Fund	(19,955,552)	(29,178,719)	(14,000,000)	(3,000,000)
British Library North	(25,000,000)			
New Station Fund	(2,000,000)	(10,000,000)		
Single Investment Fund - TCF Commitment	(19,000,000)	(9,500,000)	(9,500,000)	
Single Investment Fund - Unallocated				
Ringfenced Reserves	(1,268,273)			
Capital Receipts	(32,535,959)	(1,038,764)	(711,760)	(555,049)
Other	(2,626,242)			(9,500,000)
	<b>(497,574,075)</b>	<b>(239,361,084)</b>	<b>(74,661,760)</b>	<b>(63,505,049)</b>
	<b>(193,493,968)</b>	<b>48,295,951</b>	<b>217,975,471</b>	<b>205,158,257</b>

NB:

Figures have been included for unapplied capital from previous years, capital receipts and other available sources.

Balance to be funded by borrowing.

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**Report to:** Governance and Audit Committee

**Date:** 06 April 2022

**Subject:** Risk management

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**Director(s):** Angela Taylor, Director, Corporate and Commercial Services.

**Author(s):** Lorna Jones, Corporate Planning and Performance Manager

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## 1. Purpose of this report

1.1 To provide an update on the review of the corporate risk arrangements, and further detail around the following risk from the Strategic Risks report, January 2022 (Appendix 1):

1.1.1 *'Due to the need to improve recruitment processes and reach there is a risk that the Combined Authority is not able to fill vacant roles or recruit a suitably diverse and skilled workforce.'*

## 2. Information

2.1 The strategic risks as at January 2022 are set out in **Appendix 1**.

2.2 In line with the provisions of the current corporate risk management strategy, regular reviews of the key strategic risks affecting the organisation continue to be undertaken and the corporate risk register updated accordingly.

2.3 The last year has seen significant change to the Combined Authority following the election of the Mayor and the additional powers, functions and funding that followed devolution. Changes have also taken place in the Corporate Planning and Performance team to increase the available resource and ensure a robust corporate performance regime is developed that reflects these changes. A review of the Combined Authority's risk management strategy is therefore underway and a further update with clear information outlining the approach and timescales will be brought to next meeting of the Governance and Audit Committee, seeking feedback from the Committee, and reflecting earlier feedback from the Chair and the Committee in terms of the information on risk that they would like to see.

2.4 It is anticipated that the corporate risk register will clearly align to the Combined Authority's Business Plans and Key Performance Indicators and

provide greater clarity around mitigations and actions in place to manage each risk.

- 2.5 The Chair has requested in the meantime that a deep dive is undertaken on some of the red risks on the register at each meeting. **Appendix 2** (risk register – capacity, recruitment and retention) provides a more focussed consideration of the mitigations in place to manage risks identified in these areas of the Corporate Risk Register.

### **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. Financial Implications**

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

### **6. Legal Implications**

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

### **7. Staffing Implications**

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

### **8. External Consultees**

- 8.1 No external consultations have been undertaken.

### **9. Recommendations**

- 9.1 To note the update on the review of the Corporate Risk Register, and further detail around the following risks from the Strategic Risks report, January 2022.

### **10. Background Documents**

None.

### **11. Appendices**

Appendix 1 – Strategic Risk Register

Appendix 2 Risk Register – capacity, recruitment and retention.

## Corporate risk update January 2022

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
<b>Due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits, <b>there is a risk that</b> key corporate objectives cannot be met	<ul style="list-style-type: none"> <li>Research and Intelligence continue to model potential impacts and long term scenarios</li> <li>Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>Updating business plans to identify key areas for re-prioritisation</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> the financial impacts of the COVID-19 pandemic, <b>there is a risk that</b> the medium to long term financial health of the Combined Authority will be adversely affected	<ul style="list-style-type: none"> <li>Financial scenario modelling undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group and Finance &amp; Resources Committee to oversee response</li> </ul>	3 Possible	5 Critical	Very high	↔	Managing Director
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> the Combined Authority fails to directly deliver projects funded through fixed capital funding programmes, within the stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> <li>Ongoing work to widen the advertising reach for vacancies</li> </ul>	3 Possible	4 Serious	High	↔	Director of Delivery
<b>Due to</b> over-optimistic profiles, capacity and recruitment and retention challenges, <b>there is a risk that</b> our District partners fail to fully deliver projects funded through fixed capital funding programmes, within the stipulated timescales or budget, or with the anticipated level of benefits	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through Assurance Process</li> <li>Continuing to provide support to districts through secondment of projects/programme staff</li> <li>Challenge on delivery profiles of individual schemes through Assurance Framework</li> </ul>	3 Possible	4 Serious	High	↔	Director of Delivery
<b>Due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales, <b>there is a risk that</b> there is insufficient floorspace to generate projected business rates income.	<ul style="list-style-type: none"> <li>Prudent level of income forecasting included within budget projections</li> <li>New Head of investment &amp; Development role to oversee EZ strategy</li> <li>Cross-directorate approach established to link into broader funding opportunities and to maximise Inward Investment reach.</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or CA facility, <b>there is a risk that</b> a major accident or injury occurs at a CA facility	<ul style="list-style-type: none"> <li>Health and safety policies, procedures and processes in place</li> <li>Ongoing staff training</li> <li>Continual monitoring of Health and Safety risks</li> <li>Working with district emergency planning units to share knowledge and develop joint plans</li> </ul>	2 Unlikely	5 Critical	High	↔	Director of Transport & Property Services
<b>Due to</b> the significant amount of change within the organisation and associated increasing workload pressures, <b>there is a risk that</b> staff wellbeing is adversely affected.	<ul style="list-style-type: none"> <li>Significant activity in place to promote wellbeing and signpost staff to support</li> <li>Specific support services in place including EAP and Mental Health First Aiders</li> <li>Capacity issues being identified and monitored through SLT and MCA Board</li> </ul>	3 Possible	4 Serious	High	↔	Managing Director
<b>Due to</b> the need to improve recruitment processes and reach, <b>there is a risk that</b> the CA is not able to fill vacant roles or attract a suitably diverse and skilled workforce, ultimately impacting on the ability to meet corporate objectives.	<ul style="list-style-type: none"> <li>HR Advisor to lead recruitment &amp; diversity activity in post</li> <li>Interim improvements to advertising of vacancies put in place</li> </ul>	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
<b>Due to</b> the business failure, sale, or substantial change in bus/rail providers, <b>there is a risk that</b> there is a	<ul style="list-style-type: none"> <li>Close relationships with operators to obtain early warnings</li> <li>Continued dialogue with DFT, TFN</li> </ul>	3 Possible	4 Serious	High	↔	Director of Transport & Property Services

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
substantial reduction or alternation of services to customers.						
<b>Due to</b> an internal failure of controls, protocols and systems or a malicious attack <b>there is a risk that</b> the CA falls victim to a cyber security breach	<ul style="list-style-type: none"> <li>Mandatory data protection and information governance training for staff</li> <li>Routine monitoring of suspicious e-mails and threat</li> <li>ICT security policy and Information Governance policies in place</li> <li>Technical security controls in place</li> </ul>	3 Possible	4 Serious	High	↔	Director of Corporate & Commercial Services
<b>Due to</b> a major unanticipated change in national policy, or an unplanned response to a national emergency situation, <b>there is a risk that</b> organisational objectives cannot be achieved as anticipated and/or there is a need to divert resources	<ul style="list-style-type: none"> <li>Continued dialogue with Government</li> <li>Policy and Strategy directorate continuing to monitor emerging national trends</li> </ul>	2 Unlikely	5 Critical	High	↔	Managing Director
<b>Due to</b> uncertainty surrounding the availability and timing of future funding streams, <b>there is a risk that</b> some key economic support services will cease and the knowledge and expertise we have developed to deliver them will be lost.	<ul style="list-style-type: none"> <li>Continuing to liaise with Government on clarity over funding through UK Shared Prosperity Fund, Levelling-Up Fund</li> <li>Funding sources being considered through annual budget setting process</li> </ul>	3 Possible	4 Serious	High	↔	Director of Economic Services
<b>Due to</b> lack of compliance with legislation, <b>there is a risk that</b> the Combined Authority faces a legal challenge.	<ul style="list-style-type: none"> <li>Policies and processes in place to minimise risk</li> <li>Mandatory compliance training for staff</li> <li>Ongoing monitoring of legislative changes and consequences decisions by legal team.</li> <li>Ongoing monitoring of compliance issues through Regulatory and Compliance Board</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> the role of the organisation broadening under the MCA model, <b>there is a risk that</b> the organisation's processes, systems and structures are insufficient to adequately support the organisation in achieving its objectives.	<ul style="list-style-type: none"> <li>MCA Programme includes significant projects to update systems and processes</li> <li>MCA Digital programme in delivery to further improve ICT infrastructure and tools</li> <li>Integrated Corporate Systems project in delivery to modernise the organisation's HR/Finance systems</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> the increased breadth and volume of activities for the organisation under the MCA model, <b>there is a risk that</b> we fail to have in place sufficient capacity or skills to deliver on increasing priorities and responsibilities	<ul style="list-style-type: none"> <li>MCA programme includes organisational design workstream to ensure skills and capacity are in place to deliver against priorities</li> <li>Capacity and skills gaps to be identified through business planning process</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Corporate & Commercial Services
<b>Due to</b> different priorities and differential capacity, <b>there is a risk that</b> our relationships with key partners are not sufficiently strong to deliver on objectives.	<ul style="list-style-type: none"> <li>Continue work to strengthen key partnerships</li> <li>Member and Officer representation on formal and informal groups, Panels and Committees across every aspect of the organisation's work.</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Managing Director
<b>Due to</b> a legacy/outdated structure and resourcing in the Communications Team, <b>there is a risk that</b> perception management and effective communication of the CA and the LEP are compromised.	<ul style="list-style-type: none"> <li>One structural review took place in 2020 and a significant organisational restructure of the service is underway</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications & Policing
<b>Due to</b> the ambitious approach to tackling the climate emergency adopted by the CA in setting a target of becoming net zero carbon by 2038, <b>there is a risk that</b> the CA will not have the capacity and resources to achieve this ambition, or that some existing priorities may not be delivered due to a shift in focus towards reducing carbon emissions.	<ul style="list-style-type: none"> <li>A Clean Growth policy and action plan in place</li> <li>Clean Growth continue to be incorporated into core activities through the annual business planning cycle.</li> <li>Wellington House refurbishment plans include carbon cutting measures (solar panels, electric vehicle charging and low-energy lighting).</li> </ul>	3 Possible	3 Moderate	Medium	↔	Director of Strategy, Communications and Policing

Original risk	Key mitigations	Likelihood	Impact	Rating & Trend		Owner
	<ul style="list-style-type: none"> <li>The City Region’s Energy Strategy and Delivery Plan also outline a range of partnership projects that will further support clean growth led by the CA.</li> </ul>					
<b>Due to</b> staffing availability issues as a result of an increase in Covid-19 cases and/or self isolation, <b>there is a risk that</b> frontline services and business as usual activities cannot be adequately provided.	<ul style="list-style-type: none"> <li>Staffing levels being monitored and individual circumstances being regularly reviewed</li> <li>Individual resilience plans in place for frontline services</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Director of Transport & Property Services
<b>Due to</b> the increased profile of the Combined Authority following the transition to the MCA Model, <b>there is a risk that</b> security arrangements in place for individuals and buildings is not sufficient.	<ul style="list-style-type: none"> <li>Security review undertaken for individuals and practical actions being implemented as a result of this</li> <li>Security review of buildings undertaken and practical measures being implemented</li> <li>Training and awareness raising for staff generally</li> </ul>	2 Unlikely	4 Serious	Medium	↔	Managing Director

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## Appendix 2 – Risk Register – Capacity Recruitment Retention

Human Resources			
<b>Risk</b>	<b>Due to</b> the need to improve recruitment processes and reach, <b>there is a risk that</b> the CA is not able to fill vacant roles or attract a suitably diverse and skilled workforce.		
<b>Impact</b>	Adverse impact on the ability to meet corporate objectives.		
<b>Link to other Strategic Risks/Interdependencies:</b>	TBC		
<b>Date risk identified:</b>		<b>Actions on target:</b>	Yes
<b>Accountable Officer:</b>	Angela Taylor, Director Corporate and Commercial Services	<b>Implementation Officer:</b>	Joanne Grigg, Head of HR

<i>Key causes(s) of risk</i>	<i>Existing Controls in place to mitigate or avoid the risk</i>	<i>Key Control Indicators (KCI) e.g. metrics &amp; evidence to help assess the effectiveness of key controls</i>	<i>RAG Status</i>	<i>Required action to treat the Risk</i>	<i>Timescales for actions to be completed</i>
<p>There are a number of factors impacting on the CAs ability to recruit and retain staff at the current time. These include –</p> <ul style="list-style-type: none"> <li>Post covid movement in the labour market</li> </ul>	Our new HR Advisor – Recruitment and Diversity, has been in post since November last year. They have been working on developing our recruitment strategy, particularly looking at how we make our recruitment more inclusive and attract a wider pool of diverse applicants to ensure that through recruitment we can start to address the more diverse under-represented groups in our workforce.	Recruitment activity is monitored and information provided in quarterly HR MI data provided at organisational and directorate		<p>Work plan in place for HR Advisor recruitment &amp; diversity to address the issues. Actions taken recently are outlined in the existing controls and mitigation section.</p> <p>From an EDI perspective the following steps have been taken to encourage applications from a diverse range of candidates –</p>	This work is ongoing across the short, medium and longer term. The HR Advisor, recruitment & Diversity's workplan can be provided



<ul style="list-style-type: none"> <li>• Post Brexit gaps in the labour market and people return to their country of origin</li> <li>• Not being able to implement the 2021/22 pay award</li> <li>• Recruiting from the same pool of applicants as Local Authority partners</li> <li>• The CA not being as well known as other employers in the labour market</li> </ul>	<p>We now have a number of new recruitment initiatives in order to start to address this – we have secured a contract with <b>Vercida</b>, a worldwide diversity and inclusion recruitment platform. All our job vacancies within hours of them being published on our careers website, are automatically uploaded to the Combined Authority's Vercida profile page. The CA Vercida profile page is an evolving page and promotes us as an inclusive employer, this is living page and we are working to update and improve it constantly.</p> <p>We have also now started to advertise all our vacancies on the <b>Career Transition Partnership (CTP)</b> website which is a website for ex armed forces colleagues. Service leavers possess a wide range of transferrable vocational skills and we hope that by advertising our roles here we will attract some of this talent to work at the Combined Authority.</p> <p>In addition we now have a recruiter licence for <b>LinkedIn</b>. This means that all our job vacancies within hours of them being published on our careers website, are automatically uploaded to LinkedIn on our Combined Authority's LinkedIn page and adverts are 'matched' to LinkedIn members based on skillsets.</p> <p>We have also been working on</p>	level.		<p>Encouraging applicants to declare their protected characteristics for monitoring purposes</p> <p>Set up an account with Vercida to attract more diverse applicants</p> <p>Refreshing our own careers website to make it more attractive and inclusive</p> <p>Advertising on LinkedIn and CTP Websites to further encourage more diverse applicants</p> <p>Engaging with candidates to gain feedback</p> <p>Monitoring applicants made through these platforms as well as our own website</p> <p>Monitoring applicant to appointment stats and following up why candidates who identified against a protected characteristic were not appointed</p> <p>Working with managers on drafting wording for adverts and role profiles</p>	for more detail. All are scheduled for completion in the coming months.
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	<p>reviewing and improving our own careers page on our website '<b>Careers with Us.</b>' We have enhanced the images and information on the website on the website and are developing the web page to include video messages not only from the Mayor but from our own workforce too.</p> <p>As well as looking at where we advertise, we have also been working with managers to look at how we advertise, looking at adverts in more inclusive ways to attract more applicants and the right applicants.</p> <p>Moving forward we are looking to refresh our accreditations are doing lots of work analysing data around our recruitment and workforce and using this to inform our recruitment strategy and process moving forward.</p> <p>There is also a full review of the recruitment policy and toolkit being carried out and looking to develop some briefing sessions for managers. We have also started working with the Skills and Growth team to look at getting the CA recognised as an employer at Careers Fairs</p>			<p>Providing EDI training which will include elements of unconscious bias</p> <p>Reviewing and revising the recruitment toolkit and strengthening the EDI links</p> <p>Understanding where their gaps in the workforce at particular points and targeting recruitment to address those gaps</p> <p>Engaging with our workforce and Staff Network Groups to gain valuable knowledge and experiences in developing these strategies</p> <p>Evaluating which job and recruitment fairs to attend where they are focussed on the underrepresented areas in the workforce</p> <p>Reviewing how the recruitment and onboarding process will work in the new ICS system from a diversity perspective</p> <p>Disability confident standard achieved, looking to improve the level.</p> <p>Working towards becoming a Living Wage Foundation</p>	
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				accredited employer  Working towards become an accredited 'Mindful' Employer	
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