

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 1.00 PM ON FRIDAY, 22 JULY 2022
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, LEEDS**

A G E N D A

Please note that this meeting will be filmed for live or subsequent broadcast via the Combined Authority's internet site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. Generally the public seating areas will not be filmed; however by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting. If you have any queries regarding this, please contact Governance Services on 0113 251 7220.

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 23 JUNE 2022**
(Pages 1 - 16)

For Decision

- 5. BSIP ENHANCED PARTNERSHIP SCHEME**
(Lead Member: Cllr S Hinchcliffe, Director: Liz Hunter)

(Pages 17 - 30)
- 6. BUS SERVICE REVENUE FUNDING AND EXPENDITURE**
(Lead Member: The Mayor, Director: Angela Taylor)
(Pages 31 - 38)
- 7. UK SHARED PROSPERITY FUND INVESTMENT PLAN**
(Lead Member: The Mayor, Director: Alan Reiss)
(Pages 39 - 66)

8. WEST YORKSHIRE MASS TRANSIT

(Lead Member: The Mayor, Director: Kevin Murray)
(Pages 67 - 82)

9. CORPORATE MATTERS

(Lead Member: The Mayor, Director: Ben Still)
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10. CARBON IMPACT ASSESSMENT

(Lead Member: Cllr T Swift, Director: Alan Reiss)
(Pages 111 - 156)

11. PROJECT APPROVALS

(Lead Member: The Mayor, Director: Melanie Corcoran)
(Pages 157 - 210)

For Information

12. MINUTES FOR INFORMATION

(Pages 211 - 212)

Signed:

A handwritten signature in black ink, appearing to be 'BAM' with a long horizontal stroke extending to the right.

**Managing Director
West Yorkshire Combined Authority**



MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD ON THURSDAY, 23 JUNE 2022 AT MEETING ROOM 1 - WELLINGTON HOUSE, LEEDS

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Mark Roberts	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Andrew Waller	City of York Council

In attendance:

Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ian Parr	West Yorkshire Combined Authority

1. Membership of the West Yorkshire Combined Authority

The Mayor summarised the appointments of members to the Combined Authority, consisting of five West Yorkshire constituent council members, three political balance members, one member appointed by the non-constituent council, and their substitutes. The Mayor also noted the continued appointment of Cllr James Lewis as Deputy Mayor.

The Mayor noted the proposed appointment of Mark Roberts as the LEP Member of the Combined Authority and Mandy Ridyard as the substitute LEP Member.

Resolved:

(a) that the following be noted:

- the position of Mayor as Chair of the Combined Authority by virtue of that office,
- the ongoing appointment of the Deputy Mayor by the Mayor,
- the appointment of Constituent Combined Authority Members and their Substitutes by the Constituent Councils, and
- the appointment of the Non-Constituent Council Member and Substitute by York City Council, as set out in Appendix 1 to the report.

(b) that Mark Roberts be appointed as the LEP Member of the Combined Authority, and Mandy Ridyard as the Substitute LEP Member.

(c) that the Non-Constituent Council Combined Authority Member may exercise one vote as follows:

- on the Leeds City Region Partnership Committee (an advisory committee), and
- at any other Combined Authority meeting (including any decision-making committee or sub-committee to which the Non-Constituent Council Combined Authority Member is appointed) only in respect of any decision which gives rise to a direct and significant financial liability for the Non-Constituent Council.

(d) that the Substitute Non-Constituent Council Combined Authority Member may exercise the voting rights granted to the Non-Constituent Council Combined Authority Member, when acting in the absence of the Non-Constituent Council Member.

(e) that the LEP Member may vote at any meeting of the Combined Authority (including any committee or sub-committee to which the LEP Member is appointed) on any decision, subject to the following exceptions:

- decision-making in relation to budget and levy setting; and
- the adoption of any implementation plans appended to the Local Transport Plan which relate specifically to the Combined Authority's area (that is, West Yorkshire).

(f) that the Substitute LEP Member may exercise the voting rights granted to the LEP Member, when acting in the absence of the LEP Member.

2. Apologies for Absence

Apologies for absence were received from Cllr Holdsworth, Cllr Jeffery, and Cllr Swift

3. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

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

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting

during consideration of Appendix 3 to Agenda Item 17 and Appendix 1 to Agenda Item 19 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

5. Minutes of the Meeting of the Combined Authority held on 17 March 2022

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 17 March 2022 be approved and signed by the Chair.

6. Mayor's Announcement

The Mayor provided an overview of the work undertaken in her first full year as the Mayor of West Yorkshire, working with councillors and West Yorkshire Combined Authority staff on key issues including pandemic recovery, improving the transport network, tackling the climate emergency, improving the safety of women and girls, and promoting culture and creative industries.

The Mayor highlighted efforts to introduce a maximum single bus fare of £2 and a maximum day fare of £4.50. New lower emission buses, bus routes, and the Big Bus Conversations with communities will target the return of passengers after a difficult post-pandemic recovery.

The Mayor noted that ongoing Arriva bus strikes have severely impacted areas across Wakefield, Dewsbury, Heckmondwike, Rothwell, Kippax and other parts of South Leeds, and expressed frustration that a deal had not yet been reached. The Mayor informed members she had maintained dialogue with both sides and urged them to reach an agreement with a fair outcome for drivers.

The Mayor acknowledged the ongoing rail strike which had affected travellers across the country, noting the need for the Government to do their part in reaching a resolution.

Significant progress has been made regarding the Climate with initiatives undertaken including installing solar panels and living roofs on Combined Authority assets; engaging over two-hundred businesses to find greener solutions; and piloting retrofitting programmes in some of the most in-need social housing in the region.

The first Climate and Environment Plan was launched in Autumn 2021, setting out actions for delivery over the next 3 years. The carbon impact of schemes will be assessed as a part of the Assurance Process to ensure that carbon impacts are measured, understood and form part of the decision-making process.

Other schemes will be delivered in the coming years including the addition of zero-emission buses to the fleet, and a number of support programmes for businesses. The Mayor noted that there is still a large amount to be done to achieve the Combined Authority's ambitions, however it is a start to build upon towards that goal.

7. Committee Arrangements and Appointments

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of committee arrangements and appointments:

- To appoint committees of the West Yorkshire Combined Authority (the Combined Authority).
- To appoint or co-opt members onto the Combined Authority's committees.
- To grant voting rights to some members of the Combined Authority's committees.
- To appoint the Chairs and Deputy Chairs of the Combined Authority's committees.
- To confirm the continuing appointment of Independent Persons.

It was reported that since publication of the agenda papers, the following changes to nominations had been advised:

- Councillor Caroline Firth to replace Councillor Ruth Wood as the Bradford nominee to the Transport and Infrastructure Scrutiny Committee.
- Councillor Sinead Engel to replace Councillor Suhail Choudry as a Bradford member of the Transport Committee.
- Councillor Rachel Melly is nominated as the York nominee to the Corporate Scrutiny Committee.
- Professor Simon Pringle to step down from the Transport Committee, and a new private sector LEP Board representative to be notified in due course.

In addition, a request was made that authority be given to the Head of Legal and Governance Services to make any changes to committee membership as required in accordance with any nominations from councils during the municipal year to enable membership changes to be made without delay.

Resolved:

(a) That, in relation to appointment of committees –

(i) That the following statutory committees be appointed on the terms of reference set out in the relevant Appendix attached to the submitted report:

- Governance and Audit Committee (Appendix 1)
- Corporate Scrutiny Committee (Appendix 2)
- Economy Scrutiny Committee (Appendix 3)
- Transport/Infrastructure Scrutiny Committee (Appendix 4)

(ii) That the following decision-making committees be appointed, on the terms of reference set out in the relevant Appendix attached to the submitted report:

- Business, Economy and Innovation Committee (**Appendix 5**)
- Climate, Energy and Environment Committee (**Appendix 6**)
- Culture, Heritage, and Sport Committee (**Appendix 7**)
- Employment and Skills Committee (**Appendix 8**)
- Finance, Resources and Corporate Committee (**Appendix 9**)
- Place, Regeneration and Housing Committee (**Appendix 10**)
- Transport Committee (**Appendix 11**)

(b) That in relation to the appointment of committee members the Combined Authority -

(i) appoints its members to the Governance and Audit Committee, as set out in Appendix 12 to the submitted report, together with Joanna Wardman and Debbie Simpson as independent members of the Governance and Audit Committee for this municipal year.

(ii) appoints its members to each of the decision-making committees, as set out in Appendix 12 to the submitted report.

(iii) appoints members to the overview and scrutiny committees, as set out in Appendix 12 to the submitted report subject to the following revisions:-

- Councillor Caroline Firth to replace Councillor Ruth Wood as the Bradford appointment on the Transport and Infrastructure Scrutiny Committee.
- Councillor Rachel Melly to replace Councillor Fiona Fitzpatrick as the York appointment to the Corporate Scrutiny Committee.

(iv) co-opts members to each of its committees, as set out in Appendix 12 to the submitted report subject to the following revisions:-

- Councillor Sinead Engel to replace Councillor Suhail Choudhry as the Bradford appointment on Transport Committee
- Professor Simon Pringle to step down from the Transport Committee

(c) That, in relation to voting rights for committee members, (in addition to any member of the Combined Authority on the committee exercising one vote) -

(i) That any Independent Member of the Governance and Audit Committee shall be a voting member of that committee.

(ii) It be noted that any member of a constituent council appointed to an overview and scrutiny committee has one vote and that this may be exercised in their absence by their substitute.

(iii) That any Co-optee from a Constituent Council on any ordinary decision-making committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).

(iv) That any Co-optee who is Deputy Chair of a committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee)

(d) That, the Combined Authority:

(i) appoints the Chairs and Deputy Chairs to committees as set out in Appendix 12 to the submitted report.

(ii) asks each decision-making committee to designate an Inclusivity Lead for the municipal year.

(e) That Ian Brown and Carolyn Lord continue as Independent Persons in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct on the existing terms for remuneration, until the Combined Authority's annual meeting in 2023.

(f) That the Head of Legal and Governance Services be authorised to make any changes to committee membership required in accordance with any nominations from councils during the municipal year.

8. Representation on Outside Bodies

The Combined Authority considered a report of the Director of Corporate and Commercial Services regarding Combined Authority representation on outside bodies.

Resolved: That the appointments to the outside bodies for the municipal year 2022/23 as detailed in Appendix 1 to the submitted report be approved.

9. Officer Arrangements

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Combined Authority's Officer Delegation Scheme for Non-Mayoral Functions.

Resolved: That the Officer Delegation Scheme in relation to Non-Mayoral Functions, attached as Appendix 1 to the submitted report be approved.

10. Constitutional Arrangements

The Combined Authority considered a report of the Director of Corporate and Commercial Services in relation to the Authority's constitutional arrangements in so far as they were not addressed elsewhere on the agenda.

Resolved:

(a) That the Combined Authority approves:

- The minor amendments to Constitution documents as set out at Appendix 1,

- The amendments to the Contracts Standing Orders, as attached at Appendix 2,
- The amendments to the Conflicts of Interest Policy, as attached at Appendix 3, and,
- The amended Conflicts of Interest Protocol – loans or grants to businesses, as attached as Appendix 4.
- The remaining, unamended Constitution documents for the next municipal year

11. Corporate Governance Code and Framework

The Combined Authority considered a report of the Director of Corporate and Commercial Services seeking approval of the Corporate Governance Code and Framework.

Resolved: That the Corporate Governance Code and Framework be approved

12. Members' Allowances Scheme

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Members' Allowances Scheme.

Resolved: That the Members' Allowances Scheme attached as Appendix 1 to the submitted report, as amended including the revisions highlighted in yellow at paragraphs 3 and 4 of the Scheme be adopted for the municipal year 2022 – 2023.

13. Scrutiny Annual Report 2021/2022

The Combined Authority considered a report of the Director of Corporate and Commercial Services on the scrutiny annual report 2021/22.

The Mayor expressed thanks to the members of the Scrutiny Committees for their work holding the Combined Authority and herself to account, with processes that are well ahead of other Mayoral Combined Authorities.

Resolved: That the annual report summarising the work undertaken by the overview and scrutiny committees in 2021/22 be noted.

14. Calendar of Meetings 2022/2023

The Combined Authority considered a report of the Director of Corporate and Commercial Services setting out a proposed calendar of meetings for 2022/2023.

Resolved:

(a) That the dates of meetings for the LEP Board as agreed by the LEP Board at its annual meeting be noted, and

(b) That the calendar of meetings of the Combined Authority and its committees for 2022-23 as detailed in Appendix 1 to the submitted report, be approved.

15. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression of, and funding for a number of schemes.

Officers summarised four key schemes for progression through the assurance process and approval of funding.

West Yorkshire zero emission bus programme

This scheme sets out to introduce between 179 and 245 zero-emission buses across West Yorkshire, increasing the percentage of zero emission vehicles from 2% to 19%. The project will be undertaken in stages for the different West Yorkshire regions, and will include the associated infrastructure for zero emission vehicles.

Members welcomed the addition of zero-emission vehicles, but questioned the vision for beyond 2025 for the remainder of the current fleet. Questions were also raised regarding the use of buses cross-boundary, and how it will be assured that buses are utilised on routes and would not be sitting idle for extended periods. Officers responded that further Government funding would be sought before 2025 and beyond which would allow for further development of the fleet. Agreements have been made with operators to ensure continuous use of the buses in the case of disruption to regular routes or future strike action. Agreements have also been made with neighbouring authorities that buses can be utilised across boundaries wherever necessary to minimise disruption.

It was questioned how the bus funding will be managed, and what the overall benefit will be for the passengers and also the Combined Authority. Officers explained that the funding scheme is operated by the Government, and will make up the difference between the cost of a diesel bus and a zero-emission bus. Operators will buy the buses and there are conditions attached to determine how the buses are used. There are still some issues to resolve to identify outcomes, though the initial benefit will be the reduction of carbon emissions across the network.

Members commented on the wide gap in support for London compared to other authority areas, and the need to continue to lobby for more equitable transport policies. Particular issues included the suitability of the geography outside of London to support electric vehicles, and the relative lack of existing infrastructure to meet the growing demand for electric vehicles.

Members requested further information regarding the Carbon Impact Assessment Tool Kit referenced in the report. Officers noted that the Tool Kit

has been published and considered by the members of the Climate, Energy and Environment Committee, and will be brought to the next meeting of the Combined Authority. Workshops will be held with members and officers regarding how the Tool Kit will be implemented within the decision-making process.

Kirklees year of music 2023

Officers outlined the project, which aims to deliver a one-year programme of musical events, and a further three-year programme of community projects. The events will promote regional music and artists to a wider audience, aiming for the widest possible community participation. The aim is to engage 400,000 individuals across all events, and a further 40,000 online. The Chair noted the project will help to develop the skills pipeline leading towards Bradford City of Culture 2025.

A641 Bradford to Huddersfield

Officers summarised the outline of the scheme to improve bus and active travel provisions for an eight-mile stretch between Huddersfield and Bradford. Travel times for bus users will be reduced, and access to Brighouse rail station will be improved.

Members noted that national policies often favour motorists over buses and other greener methods of travel, which highlights the need for co-operative work to achieve positive outcomes. Members asked how the scheme would affect the levels of carbon emission compared to the present. Officers confirmed that with schemes such as this, the disruption to traffic can cause more congestion and slightly increase carbon emissions, however over the longer term the emissions are lowered through greater use of active travel and fewer vehicles on the road. Cheaper bus fares and greener buses will play a large role in reducing the carbon emissions.

Members suggested the need to use some of the gainshare funds to ensure previous schemes are completed fully, instead of being scaled back in favour of new schemes that may also not see full completion.

Skills connect

Officers summarised the aim of the scheme to deliver training courses for adults in employment to further their skills. The scheme supports businesses by allowing staff to meet their current and future needs. Courses are developed in partnership with businesses, and though they are unaccredited will be at level 3 and above standard. The subject matter of courses can be flexible and quickly implemented to respond to market needs. Training will be available for 4,500 learners, and by engaging with local authority partners to target under-represented groups the widest possible number and diversity of participants can be reached. The age of eligible learners will be extended to capture those who are returning to work after a career break or parental leave, and those who are earning the real living wage will also be eligible.

Members noted the positive aspects of improving workers' skillsets, and raised the need for employers to also invest in their staff to encourage their development. Members questioned the fields for which training would be delivered and requested that data is made available to show what training is being delivered and to how many people. Officers responded that there will be training programmes for green jobs, as well as jobs in new and developing technological fields that can provide long-term positive impacts to the workplace. The list of training is not prescriptive so it can meet the needs of employers whenever they arise.

Resolved:

(a) In respect of the West Yorkshire Zero Emission Bus Programme, the Combined Authority approves that:

(i) The West Yorkshire Zero Emission Bus (ZEB) programme proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).

(ii) An indicative approval to the Combined Authority's contribution of £49,565,171 is given. The total programme cost is £81,161,738.

(iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

(b) In respect of the Kirklees Year of Music, the Combined Authority approves that:

(i) The Year of Music 2023 scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).

(ii) Approval to the Combined Authority's contribution of £850,000 is given. The total scheme value is £5,485,757.

(iii) The Combined Authority enters into a funding agreement with Kirklees Council for expenditure of up to £850,000.

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report and where required, any change requests are delegated to the Culture, Sports, Arts and Creative Industries Committee. This will be subject to the scheme remaining within the tolerances outlined in the report.

(c) In respect of the A641 Bradford to Huddersfield Corridor, the Combined Authority approves that:

(i) The A641 Bradford to Huddersfield Corridor scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(ii) Indicative approval to the Combined Authority's contribution of £75,540,000 is given. The total scheme value is £109,138,000.

(iii) Additional development costs of £8,072,441 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £10,857,441

(iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £10,857,441 (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

(d) In respect of Skills Connect, the Combined Authority approves:

(i) The change request to the Skills Connect scheme to broaden the group of people that adult retraining is delivered to, and the sectors it supports, and to extend the delivery timeframe to March 2025.

(ii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. 211 This will be subject to the scheme remaining within the tolerances outlined in this report.

16. West Yorkshire Investment Strategy Revisions

The Combined Authority considered a report of the Director of Strategy, Communications and Policing seeking approval to revisions to the West Yorkshire Investment Strategy.

Officers outlined the revisions made to the West Yorkshire Investment Strategy, which was agreed in June 2021 and informs how the Combined Authority spends money and the projects they are invested in. The revisions take into account new investment opportunities to maximise potential, and were made in consultation with key partners and local authorities. The revisions include a greater focus on the climate emergency, with all projects demonstrating how they meet the target of net zero carbon by 2038, as well as tackling inequalities wherever possible.

Resolved: That the Combined Authority approves the revisions to the West Yorkshire Investment Strategy.

17. UK Shared Prosperity Fund

The Combined Authority considered a report of the Director of Strategy, Communications and Policing providing an update on the UK Shared Prosperity Fund and seeking a number of approvals.

Officers summarised the purpose and scope of the UK Shared Prosperity Fund, and the request for authorisation for the Managing Director to submit the bid on behalf of the Combined Authority. The bid is made up of two

parts, with £68million for the core fund, and a further £12million for the 'Multiply' programme to address low adult numeracy skills. Both bids will be submitted before the end of July 2022, and a further update will be presented at the July Combined Authority meeting.

Members discussed the report. To enable Members to discuss the contents of the exempt appendix 3 of the report, and in accordance with the resolution taken earlier in the meeting, press and public left the room and webcasting was paused whilst the discussion took place. Following this, the meeting returned to public session.

Resolved:

(a) That the purpose and scope of the UK Shared Prosperity Fund, and the responsibilities of the Combined Authority as the designated Lead Authority as defined by Government be noted.

(b) That the creation of the advisory West Yorkshire UKSPF Local Partnership Group be noted.

(c) That the Managing Director be authorised to finalise and submit the Local Investment Plan to Government for Multiply, part of the UKSPF, on behalf of the Combined Authority, in consultation with the Mayor and partner authority Leaders.

(d) That the Managing Director be authorised to finalise and submit the Levelling Up Fund Round 2 bid as set out in paragraphs 2.24-2.29 of the submitted report, on behalf of the Combined Authority, in consultation with the Mayor and partner authority Leaders, and that the use of up to £4m of gainshare to support the bid be approved.

18. Future Arrangements for the Leeds City Region Local Enterprise Partnership

The Combined Authority considered a report of the Managing Director which provided an update on the current position regarding LEP Integration and sought comments on the draft West Yorkshire Integration Plan.

The Mayor summarised the outcomes of the Levelling Up White Paper which clarified the future role of LEPs and how they are integrated within their local democratic institutions.

Officers noted that the Combined Authority already has a long and successful history of working with private sector businesses, and LEP has strong input into advice and decision-making. The Combined Authority is already close to the government approved model, and a strong private sector voice strengthens links between the Combined Authority and other private sector business. The future of LEP integration was discussed at the LEP annual meeting. Officers clarified that the LEP board is advisory and does not make decisions, however they can advise decision making and its members are represented on the other thematic committees.

Members welcomed the commitment between the public and private sectors and expressed a desire to further build on the partnership and encourage more diverse decision making. The importance of engaging LEP members was emphasised, and LEP members were encouraged to use their networks to seek new opportunities for funding and development for the region.

Resolved:

- (a) That the content of the paper and the proposed future arrangements for the LEP be noted.
- (b) That comments made by members be taken into account in finalising the Integration Plan.
- (c) That authority is delegated to the Managing Director of the Combined Authority to finalise the Integration Plan in line with comments received and to submit the Plan to government ahead of the deadline in July.

19. Adult Education Budget Update and Flexibilities

The Combined Authority considered a report of the Director of Economic Services updating Members on progress with the devolved Adult Education budget and seeking approval for two planned flexibilities which constitute a departure from the published West Yorkshire AEB Strategy.

The Mayor introduced the report and the aims of the Adult Education budget to support 55,000 learners through a range of educational programmes. Members welcomed the support provided by the Adult Education Budget, and highlighted the need for flexibility to address skills shortages across the region and particularly for bus drivers. Officers confirmed that support has been provided to training partners to deliver bus driver training, and that 100% of the participants in such training had been successful in entering a bus driving job.

Members questioned the availability of future funding and requested feedback from learners regarding their experience. Officers confirmed that future funding is available as the budget is devolved to the region, and that feedback is regularly obtained from learners.

Resolved:

- (a) That progress made so far in Year 1 with AEB delivery and plans to improve the efficacy of the funds in year 2 be noted.
- (b) That the two Funding rule amendments as set out at paragraph 2.17 of the submitted report be approved.

20. Equality, Diversity, and Inclusion

The Combined Authority considered a report of the Director of Strategy, Communications and Policing which provided an update on the work to embed equality, diversity and inclusion into the work of the Combined

Authority and sought approval to adopt definitions of Antisemitism and Islamophobia/Anti-Muslim prejudice.

Officers explained the aim of the Combined Authority to embed equality, diversity, and inclusion as key principles that inform work undertaken throughout the region. Adopting the definitions of islamophobia and antisemitism as set out in the report is one method by which the goals of equality, diversion, and inclusion can be progressed. Adopting the definitions is considered best practice, and they have already been adopted by several other authorities.

Officers acknowledged there is always more work to be done to meet EDI targets and to represent the region's diverse communities. The targets will be set out in strategy and action plan from early autumn.

Resolved:

(a) That the progress made to embed EDI through the work of the Combined Authority be noted.

(b) That the Combined Authority adopts the definitions of Islamophobia and Antisemitism as proposed in the submitted report.

21. Organisational Evolution

The Combined Authority considered a report of the Managing Director setting out proposed next steps to revisions to the Authority's operating model and seeking agreement to changes to the Directorate configuration.

Officers summarised the report outlining the proposed next steps of the Combined Authority's operating model. The Combined Authority has grown to an organisation with over 700 staff, and has also become a Mayoral Combined Authority which has brought about significant changes. A review of officer capacity has been undertaken and has identified structural changes which will allow the Combined Authority to operate as effectively as possible, including an additional tier of directors and the introduction of a Chief Operating Officer role. The restructure will increase capacity and see the Combined Authority switch from a process-based model towards an outcome-based model. It will also make decision-making and accountability more transparent across the organisation.

Members raised that additional management is not always the answer, however the need to meet targets is important to ensure the effective delivery of business. It was questioned how the new roles would increase the staff budget. Officers responded that capital programmes have approximately doubled over previous five years to around £280million, but staff levels have not increased in parallel. The change to the staff structure would be relatively low, but update reports with more detail will be brought before the Combined Authority in future meetings.

Resolved:

- (a) That the proposal to move from a 'process' to an 'outcome/mission' based operating model be endorsed.
- (b) That the change of role title from the current 'Managing Director' to 'Chief Executive' be approved.
- (c) That the revised Director roles and new posts of Executive Director Transport and Chief Operating Officer (working title) as set out in Appendix Two to the submitted report be approved in principle, noting that the specific areas of responsibility for each role, particularly within the functions reporting to the proposed Chief Operating Officer, may be subject to change.
- (d) That the creation of one additional Director post, bringing the total number of senior management roles from eight to nine be approved noting that two of these roles will occupy an additional tier between the current director roles and the Chief Executive.
- (e) That the deletion of the current director posts in line with the Management of Change process and timeline, pending revision of the Role Profiles and key accountabilities to align to the new structure be approved.
- (f) That the next steps as set out in paragraph 2.44 of the submitted report be endorsed and that the approval of final director Role Profiles and gradings be delegated to the Finance, Resources and Corporate Committee.

22. Minutes for Information

Combined Authority members were presented with a summary of published minutes to note.

Resolved: That the minutes and notes of the Combined Authority's committees and panels were noted.

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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **Bus Service Improvement Plan Enhanced Partnership Scheme**

Director: Dave Pearson, Director of Transport and Property Services

Author: Vikki Stevenson, Policy Co-ordinator

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

1. Purpose of this Report

- 1.1 To provide an overview of the content included in the draft Bus Service Improvement Plan (BSIP) Enhanced Partnership Scheme
- 1.2 To request approval of the publication of the Notice of Intent that a draft BSIP Enhanced Partnership Scheme for West Yorkshire has been prepared (subject to feedback from the Department for Transport)
- 1.3 To approve proceeding with subsequent statutory milestones in relation to the Scheme, including operator objection period, consultation and making the Scheme

2. Information

Background

- 2.1 The National Bus Strategy, Bus Back Better, published in March 2021 signalled a strong commitment from Government to bus. It acknowledges the failures of deregulation and looks to strengthen the role of Local Transport Authorities (LTAs) through the devolution of funding. It also sets out that for Local Transport Authorities (LTAs) to access funding from April 2022 there is a requirement to be in an Enhanced Partnership (EP) or actively pursuing bus franchising by the end of March 2022.

- 2.2 In May 2021 West Yorkshire elected its first mayor. Of several mayoral manifesto pledges was the ambition to ‘bring buses back into public control’. In response the Combined Authority set out a “roadmap” to achieving this pledge, along with the time needed to meet the requirements of the legislative process.
- 2.3 In addition to the “roadmap” the Combined Authority served notice in June 2021 of its intention to prepare an Assessment of a Proposed Franchising Scheme. Alongside this Notice the Combined Authority also served notice of its intention to establish an EP with operators to improve local bus services and invited all operators running services in West Yorkshire to participate in the formulation of the EP Plan and its associated Scheme(s).
- 2.4 While bus franchising is a longer-term proposition to enact bus reform in the region the EP will, at least until a decision on franchising has been made, deliver benefits to passengers in the short term.
- 2.5 The EP sets clear targets and standards to ensure it furthers the overall bus strategy aims to increase patronage and through that secure the wider goals of inclusivity and carbon reduction. As the Assessment of a Proposed Franchising Scheme will be developed alongside the EP then if the EP does not achieve its aims, then this would provide evidence to support a decision to progress with a franchising scheme. It is intended that the EP will be included as part of the Assessment of a Proposed Franchising Scheme.
- 2.6 While the National Bus Strategy set out the different ways LTAs could access future bus funding it also outlined a requirement to submit a Bus Service Improvement Plan (BSIP) to Government by 31 October 2021.
- 2.7 The BSIP was submitted to Government last year and sets out the Combined Authority’s ambition for bus, regardless of the delivery model. It identifies a wide range of interventions that will enable the ambition to be achieved, with those that can be delivered over the short-term being delivered by the EP, and those longer- term actions being delivered as part of the wider bus reform process.
- 2.8 The EP provides details on the Combined Authority’s, West Yorkshire local authorities, and operator’s shared plan to improve bus services and provision in West Yorkshire and builds on the ideas and interventions set out in the BSIP in much more granular detail.
- 2.9 It is a statutory partnership between the Combined Authority as the LTA, West Yorkshire local authorities and all operators running bus services in the region and needs to be approved by all these parties to come into operation. Each of the Local Authorities of West Yorkshire are signatories to the EP.
- 2.10 The EP is overseen by the West Yorkshire Bus Alliance. The Bus Alliance Executive Board is chaired by the Chair of Transport Committee or Lead Member for Public Transport to ensure the electorate is fully represented in the governance of the bus service through the EP.

2.11 A statutory EP must be made up of two distinct elements:

- **EP Plan:** the strategic document setting out the vision and objectives for the EP reflecting the ambitions and contents of the BSIP and providing more detail on proposed interventions where appropriate. It also set out the governance arrangements for the partnership.
- **EP Scheme(s):** linking the commitments around specific interventions that will deliver the EP Plan and identify facilities and/or measures within a defined geography. At least one EP Scheme must always be in place in addition to the EP Plan. Successive iterations of the scheme would be planned, across West Yorkshire.

2.12 The West Yorkshire Bus Enhanced Partnership was created on 1 April 2022. Without this the region would not have been able to access future funding. The EP is also required to be in place to ensure the passenger benefits that can be achieved through bus reform are delivered prior to a decision being made on bus franchising.

2.13 Details of the draft content of the BSIP EP Scheme are outlined in Appendix 1 (with an overview provided below).

BSIP - Enhanced Partnership Scheme

2.14 In April 2022, the Combined Authority received confirmation from the DfT that based on the strength of its BSIP, it had successfully been awarded an indicative settlement of £69,974,070 revenue funding over three financial years (2022/23, 2023/24, 2024/25) to support delivery.

2.15 Although this award is one of the highest received by any local authority in England, it does fall significantly short of the West Yorkshire BSIP's original associated funding ask of £399,622,000 (£168,780,000 revenue and £230,842,000 capital) over five financial years.

2.16 The Combined Authority propose to prioritise 53% of this funding towards subsidising fares (driving down the cost of single journey and day tickets / the 'daily cap') and 44% on investing in new routes and enhanced services, radically improving the local bus network and delivering significant improvements for local passengers.

2.17 The headline fare reductions were announced publicly by the Mayor in early May and build on the original proposition set out in the BSIP seeking to cap single fares at £2.00 and the WY Day Saver ticket (the maximum price anyone should pay for a day's bus travel in the region) at £4.50. The fare setting process, wider ticket range and subsidy methodology will be prescribed within the Enhanced Partnership scheme following detailed discussions with bus companies and the West Yorkshire Ticketing Company. The maximum fares will be reviewed each year based upon inflation indices.

- 2.18 Investment in the network will aim to reconnect communities, particularly in towns and villages, left isolated by service changes and cuts made over recent years. There will also be a focus on better connections to work, education, health and leisure opportunities across the region rather than just supporting travel in and out of major urban centres. The details of this network plan will be developed over the coming months.
- 2.19 Other prioritised investments include improvements to network travel information, initiatives to support safer travel, and marketing and communications to promote and maximise the benefits / passenger uptake of these BSIP interventions.
- 2.20 Capital funding from the Combined Authority's City Region Sustainable Transport Settlement (CRSTS) is also expected to support delivery of the BSIP, including:
- More bus priority schemes
 - New zero emission buses
 - Integration initiatives including the technical onboard infrastructure for contactless capping, Mobility Hubs and Demand Responsive Transport schemes.
- 2.21 These investments will be made against the backdrop of significant challenges for the local bus system including ongoing suppressed patronage as result of the Covid-19 pandemic, cost inflation (both to operate services and, more generally, rising living costs which are impacting passengers spending power), driver shortages and, finally, the resultant commercial service withdrawals.
- 2.22 Furthermore, the time-limited nature of the BSIP funding (3 financial years) means the Combined Authority must be focussed on supporting the commercial sustainability of these initiatives beyond that period to avoid sudden fare increases and service withdrawals in the future.
- 2.23 The DfT required the Combined Authority to submit by 30th June 2022 a final funding summary table as well as a draft Enhanced Partnership Scheme, which explains how the West Yorkshire Bus Alliance will work together to implement the relevant interventions.
- 2.24 The Enhanced Partnership will therefore be the mechanism through which the Combined Authority will facilitate a maximum single fare of £2.00 supported by subsidy funded from BSIP. Operators have engaged in positive discussions regarding fare subsidies to date, which will be formalised into a Reimbursement Scheme setting out the process for calculating and paying this subsidy
- 2.25 This paper seeks approval from the Combined Authority to publish a Notice of Intent that a draft Enhanced Partnership Scheme for West Yorkshire has been prepared, (Appendix 2), subject to feedback from the Department for Transport and to proceed with the subsequent statutory milestones including operator objection period, consultation and making of the Scheme.

- 2.26 From July, the DfT is then expected to review the Enhanced Partnership documents, provide feedback and agree it meets their expectations before final confirmation of the funding settlement.

BSIP Implementation – Cheaper Fares

- 2.27 It is not yet known whether Government will confirm BSIP funding ahead of or after the summer recess. A condition of funding will require the Enhanced Partnership Scheme, as described in this report, to be in operation, hence the need to initiate the process at this meeting. BSIP funding will also be subject to approval under the Combined Authority's Assurance Process which is likely to be in September.
- 2.28 It is proposed to introduce the cheaper fares proposals set out in the Plan ahead of the other elements in the plan ideally in September or October. Preparatory work will therefore be needed during August to enable this. This report recommends that the arrangements proceed to enable the new, subsidised fare system.
- 2.29 Transport Committee will consider an action for expenditure of all other elements in November following which the appropriate procurement process will take place with the introduction of new services early in 2023.

3. Tackling the Climate Emergency Implications

- 3.1 A key aim of the West Yorkshire Bus Service Improvement Plan is to support the decarbonisation of the local bus network, including delivery of a carbon-zero bus fleet by 2036, as well as encourage more travel by bus and other sustainable modes in order to tackle the climate emergency.

4. Inclusive Growth Implications

- 4.1 Key aims of the West Yorkshire Bus Service Improvement Plan are create a more inclusive, accessible bus service and to better connect communities, particularly those area of high deprivation, in order to support the region's inclusive growth ambitions.

5. Equality and Diversity Implications

- 5.1 Supporting Equality and Diversity through ensuring the bus service is attractive, inclusive and accessible for all is a key aim of the West Yorkshire Bus Service Improvement Plan.
- 5.2 The planned public engagement will also prioritise engaging with seldom heard groups and, where possible, obtaining data on protected characteristics from participants, in order to strengthen the insights it provides to support Equality and Diversity.

- 5.3 An Equality Impact Assessment has been completed and will be reviewed regularly throughout the programme's delivery.

6. Financial Implications

- 6.1 There are no financial implications directly arising from this report, but subject to agreement from the DfT, the Combined Authority will receive £69,974,070 in total in revenue funding over the next three years from 2022/2023 to support delivery of its Bus Service Improvement Plan.

7. Legal Implications

- 7.1 There are no legal implications directly arising from this report. The process proposed by this report is in line with the provisions of the Bus Services Act and associated guidance.

8. Staffing Implications

- 8.1 There are no staffing implications directly arising from this report, however the implementation of a number of work areas highlighted in this report will necessitate the recruitment of additional human resource. Where this is the case separate reports will be brought to the relevant Committee.

9. External Consultees

- 9.1 West Yorkshire local authorities and local bus operators have been consulted on the Bus Service Improvement Plan and Enhanced Partnership documents. Their feedback has been taken into account and has shaped proposals where appropriate.

10. Recommendations

- 10.1 That the Combined Authority approves the publication of the Notice of Intent that a draft BSIP Enhanced Partnership Scheme for West Yorkshire has been prepared (subject to feedback from the Department for Transport)
- 10.2 That the Combined Authority approves progression through the subsequent statutory milestones in relation to the Scheme, including operator objection period, consultation and making the Scheme.
- 10.3 That arrangements to implement the cheaper fares proposal proceed in consultation with the Mayor and Chair of Transport Committee.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Draft BSIP EP Scheme commitments

Appendix 2 – Notice of Intent that a draft EP Scheme has been prepared

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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **Bus Service Improvement Plan Enhanced Partnership Scheme – Appendix 1 – Draft BSIP EP Scheme commitments**

Commitments	Description	Obligated party
Fare reduction/simplification	Application of fares reduction	Bus Operators
Business to customer sales and marketing	Delivery of promotional fares activity and behaviour change campaigns	
Business to business sales	Supporting business to business sales via current corporate schemes	
New and improved services	Contract with operators to deliver and secure new and improved services	
Superbus – town network enhancements	Further discussions with the CA to finalise Superbus proposals	
Linkages between bus and urban traffic management and passenger information	Investigate issues between bus/urban traffic management and passenger information and identify solutions to address e.g. locations, resources, responsibilities etc	
Fare reduction/simplification	Development and management of reimbursement scheme	West Yorkshire Combined Authority
Business to customer sales and marketing	Delivery of promotional fares activity and behaviour change campaigns	
Business to business sales	<ul style="list-style-type: none"> Maintaining capabilities of existing TPN team Implementing MCard enhancement enabling free tickets for vulnerable people 	
Internal capacity to support fare activity	Recruitment of resource	
New and improved services	Delivery of a five year network plan	
Superbus – town network enhancements	Further discussions with operators to finalise Superbus proposals	

Commitments	Description	Obligated party
Service Innovation (including DRT, mobility hubs)	<ul style="list-style-type: none"> Procurement of external support to develop mobility hub programme Explore implementing a further Demand Responsive Transport pilot 	West Yorkshire Combined Authority
Internal capacity to support network management	Recruitment of resource	
Linkages between bus and urban traffic management and passenger information	Investigate issues between bus/urban traffic management and passenger information and identify solutions to address e.g. locations, resources, responsibilities etc	
Safer Travel Campaign with WY Police	Development of a Service Level Agreement with WY Police regarding recruitment of PCSO's	
Internal capacity to support enhanced bus performance management	Recruitment of resource	

July 2022

Dear operator,

Notice that the Combined Authority has prepared an Enhanced Partnership Scheme for West Yorkshire

This is a notice to confirm that the West Yorkshire Combined Authority has prepared a draft Bus Service Improvement Plan Enhanced Partnership (EP) Scheme for the region's bus system. This is now subject to a **28-day operator objection period, commencing on X date 2022 until X date 2022.**

An EP is a legal agreement between a transport authority and all qualifying local operators to work together to improve local bus services, and places new requirements on all parties concerning the delivery of these services.

This draft EP Scheme works towards delivering the Combined Authority's [Bus Service Improvement Plan](#) (BSIP) which sets out an ambitious vision and targets for buses in West Yorkshire. Specifically, the draft EP Scheme includes commitments to support the Department for Transport's key priorities of ambitious and eye-catching initiatives that reduce and simplify fares and increasing service frequencies and new/expanded routes.

All operators of "qualifying local services" have a right to provide feedback and / or formally object to this EP Scheme. A service is a "qualifying local service" for objection purposes if it is a registered local bus service which has one or more stopping places within the geographical area of the plan or scheme concerned (in this case the entirety of West Yorkshire region, as defined by the boundaries of Bradford, Calderdale, Kirklees, Leeds and Wakefield local authority areas) and it is not an excluded service.

The definition of an "excluded service" as per section 4.2 of the Department for Transport's [Enhanced Partnership guidance](#) is included as Appendix A. You have been sent this letter as the Combined Authority understands you to be an operator of a "qualifying local service".

Should a certain level of operators' object to the draft EP Scheme it will not be able to proceed to public consultation or be made legally binding. This level is reached when:

- The combined registered distance of all the qualifying local services operated by objectors in the relevant EP area is at least 25% of the total registered distance of all local bus services operated by all the bus operators in that area and there at least three are objectors; or
- At least 50% of the total number of operators of qualifying local services within the relevant plan or scheme area and the combined registered distance of qualifying local services operated by the objectors in the relevant area is at least 4%.

As per guidance provided by the Department for Transport operators are required to provide justification for any objection. To object without giving reasons would run against the requirement of the BSIP to co-operate with the EP process in order to

receive discretionary funding, including the Covid-19 Bus Service Support Grant (CBSSG).

Any objections should be sent to the Combined Authority by **X date** 2022. These can be sent to myself via email at dave.pearson@westyorks-ca.gov.uk with Subject Line: BSIP Enhanced Partnership Scheme or post marked 'Objection to Bus Enhanced Partnership Scheme for the attn Dave Pearson Dir of Transport and Property Services' to:

**Wellington House,
40-50 Wellington Street
Leeds
LS1 2DE**

The Combined Authority is required by law to publish the names of operators making any objections within 14 days of the last day of the period during which objections can be made.

The Combined Authority would like to thank all operators for their engagement and collaboration to date throughout the development of this draft EP Scheme. We look forward to continuing to work with you in this spirit to ensure the ongoing delivery of services and wider transformation of the local bus network for the benefit of West Yorkshire's travelling public.

Yours faithfully,

Dave Pearson, Director of Transport and Property Services

Appendix A

Definition of an 'excluded service', as per the Department for Transport's Enhanced Partnership guidance.

An excluded service:

- Is a service run under sections 89 to 91 of the Transport Act 1985 where the authority retains all the revenue from that service;
- is a registered local service which is an excursion or tour
- is a service operated under Section 22 of the Transport Act 1985 (a community bus service). An EP does not apply to this type of registered service - although there is nothing to prevent the operator from voluntarily complying with some or all of the EP requirements that would otherwise apply to that service; or
- The service has 10% or less of its overall distance (not just the distance within the EP plan or scheme) registered as a local bus service. (This might include interurban or other long-distance scheduled services that are not generally used for local journeys within the EP area, but may use bus stops within it).

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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **Bus Service Revenue Funding and Expenditure**

Director: Angela Taylor, Director Corporate & Commercial Services

Author: Dave Pearson, Director Transport & Property Services

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1 To update the Combined Authority on current financial pressures impacting spend on the bus services and to recommend arrangements to ensure sound budget management during the current volatile period.
- 1.2 To approve a virement from the 2022/23 concessionary travel budget to the bus tendered services budget.

2. Information

Economic Pressures On Bus Services

- 2.1 Bus patronage and fare revenue reduced dramatically during the pandemic and is at around 75% of the equivalent period in 2019/20. Since April 2020, Government has issued emergency funding to bus operators and Local Transport Authorities and continued to pay Bus Services Operators Grant (BSOG) at pre-pandemic rates. It requested that Local Transport Authorities (LTAs) continue to make concessionary fare payments to operators at pre-pandemic rates. Government funding comes to an end in October 2022 and LTAs will move back to making concessionary fare payments based on actual passenger use through the remainder of 2022/23.

- 2.2 Since the start of 2022, increasing fuel costs have impacted on bus services and a national shortage of bus drivers has caused high workforce turnover and increasing labour costs.
- 2.3 There is a significant risk to bus service provision arising from the withdrawal of funding. It was reported to Transport Committee on 1 July 2022 that 11% of the bus network (measured by miles operated) is currently not generating sufficient revenue to continue to operate on a commercial basis once the funding ends in October. This could impact up to 62 routes where some or all of the journeys could be withdrawn. The Mayor has written to the Secretary of State seeking a further transitional period of funding as patronage recovers and the positive effects of the Bus Service Improvement Plan can be realised. Bus operators must notify their intentions to change services in October by the end of July.
- 2.4 In early 2021, Government launched its National Bus Strategy and set aside funding for LTAs to deliver this through local Bus Service Improvement Plans. Following submission of its Bus Service Improvement Plan in October 2021, the Combined Authority has received an indicative award of £69m revenue funding over three years to fund a reduction in fares and an enhancement of the bus network. Confirmation of this funding is awaited but it should be noted that Government has indicated that this money is not to be used to meet the rising costs of maintaining the existing network but is about growth.

Bus Service Expenditure

- 2.5 The Combined Authority has, under the Transport Act 1968, a duty to consider the need of socially necessary bus services and a power to procure such services. Approximately 22% of all bus service mileage operating in West Yorkshire is procured by the Authority through contracts with bus operators. The criteria for what is funded is set by Transport Committee.
- 2.6 The 2022/23 budget contains £16.6m for this purpose. This is broadly broken down as follows:

Socially Necessary Local Bus Services	£14.1m
School Bus Services (net of revenue and contributions by Councils and other parties)	£2.6m
AccessBus	£2.3m
BSOG – Government Grant /other	-£2.4m

- 2.7 As reported to Finance, Resources and Corporate Committee on 12 July 2022, this budget overspent by £1.1 million in 21/22. Since the budget was set in February, further cost pressures impacting on bus service expenditure have emerged and it is currently predicted to overspend by £2.1m in 2022/23, with further pressures still expected to arise. This is set out in Appendix A. The causes of this overspend can be summarised as follows:

- School Transport – inflationary adjustment of contracts small / medium sized bus operators providing school services together with re

procurement of contracts have resulted in increased contract values of between 8-12%

- Bus Services - in 21/22 Arriva Yorkshire gave notice to withdraw some routes in Wakefield and Kirklees. Following an assessment of passenger use and social value, continuation of these services was secured from other bus operators at a full year cost of £285k. This was reported to Transport Committee.
- Bus Services - Contracts for services are typically awarded for three years and subject to re-procurement following a value for money appraisal. The full year additional cost of procuring contracts for existing services in 21/22 is £140k. Contract renewals in 22/23 are resulting in price increases of 12.5%.
- AccessBus- the current contracts expire later in the year, negotiations to extend the contract term are in progress however the fleet is approaching the end of its operating life and contractors are expected to seek to cover the high maintenance costs arising from operating with older vehicles.

Concessionary Fare Expenditure

- 2.8 The Combined Authority funds the ENCTS free bus pass scheme for older people and adults with disabilities together with reduced bus fares for under 19s. Whilst under 19 patronage has almost returned to pre pandemic rates, use of the free pass is currently around 65% of pre pandemic rates.
- 2.9 Ordinarily, bus operators are paid under the ENCTS scheme based on the actual passengers carried multiplied by a rate per passenger which reflects the average fare that would have been paid less a factor to identify that some journeys are made because of the free travel scheme. At Government request, the CA has been calculating the payments using passenger numbers and the rate per passenger in operation in 2019/20.
- 2.10 There is currently an underspend in this budget area. As reported to Finance Resources, and Corporate Committee on 12 July 2022, the 21/22 budget outturn was £4.2m less than budget and it is forecast that this budget could underspend further in 22/23. The reasons for this can be summarised as follows
- ENCTS use had declined in the year prior to the pandemic however payments made prior to March 2020 were based upon a three-year forecast of patronage. This reduced expenditure in 2021/22 however the budget was maintained given the Covid uncertainty
 - Bus operators have been reducing service frequencies since autumn 2021 as a result of driver shortages. A commensurate reduction in payments was made.
 - From October 2022, the CA will begin a transition back to payment based on actual passenger numbers from the current use of 2019/20 data. This will be done at a rate of 5% per month in line with DfT advice. Assuming ENCTS use levels at 70% of 19/20 then this process will increase the current underspend

- Once this transition is complete, bus operators are expected to challenge the current rate per passenger which mostly have not been reviewed since 2017. If this results in an increase in rates, the budgetary impact would be from March 2023 onwards.

Addressing The Immediate Issue

- 2.11 This report sets out how these two very significant areas of the Combined Authority's revenue budget have become volatile largely due to the current financial climate and operating environment. It has been identified that closer budget monitoring is required to ensure the full financial consequences of operational and contractual decisions are well understood. A number of actions are in progress with support from Internal Audit which include:
- Breaking down the bus service expenditure into discrete cost centres separating School bus costs from general services to ensure clearer clarity of the bottom line implications
 - Revising Budget Holder and Controller responsibilities to ensure clearer accountability
 - Provide Finance Resources and Corporate Committee with regular updates on actual and forecast spend in these critical areas of the CA revenue budget.
- 2.12 To stabilise the current overspend position, it is proposed that a virement of £2.1 million is made from the 2022/2023 concessionary fare budget to the bus services budgets, as set out in Appendix A. Financial Regulations sets the requirement for virements over £200k to be made by a decision of the Combined Authority.

Risks and Issues in the Coming Year

- 2.13 As explained in 2.3, the current financial climate may result in some bus operators seeking to reduce or withdraw bus services where fares revenue is not meeting costs. Affected communities will look to the CA to fund their continuation or replacement. Discussions with bus operators are in progress and Transport Committee will be advised on the implications for the transport system of any actions the operators may take and options to intervene will be assessed should this be necessary. The financial implications of this process will be reported to Finance, Resources and Corporate Committee which will assess the budget implications. It should also be noted that some smaller savings are being made in year as a result of lost mileage, with some funded services not operating due to driver shortage or strike action. These savings will be monitored along with the other upward pressure on these budgets.
- 2.14 The position with the concessionary fares spend is not yet stable although it is anticipated to continue to underspend against budget for the remainder of the financial year.
- 2.15 Finance, Resources and Corporate Committee on 12 July 2022 approved that £2 million is transferred to an earmarked reserve for public transport support in

2022/23 and beyond, to help the Combined Authority manage through this period of volatility, in line with the in-principle decision made at the budget meeting in February 2022. The need to draw down on this reserve will be considered alongside the regular reporting on budget forecasts as set out above, with any future requirements to increase the bus services budget brought to the Combined Authority for consideration.

- 2.16 Agenda item 9 sets out work underway to consider inflationary impacts on the Combined Authority budgets and the work to develop a robust medium term financial strategy. The budgets considered in this paper and the risks identified will form a significant part of this strategy work.

3. Tackling the Climate Emergency Implications

- 3.1 A key aim of the bus network is to enable people to travel by sustainable modes in order to tackle the climate emergency.

4. Inclusive Growth Implications

- 4.1 The Bus Network Development Plan will seek to protect services to communities, particularly those area of high deprivation, in order to support the region's inclusive growth ambitions.

5. Equality and Diversity Implications

- 5.1 Supporting Equality and Diversity through ensuring the bus service is attractive, inclusive and accessible for all is a key aim of the West Yorkshire Bus Service Improvement Plan.
- 5.2 An Equality Impact Assessment will be undertaken for any actions by the Combined Authority arising from the Bus Network Sustainability Review.

6. Financial Implications

- 6.1 This report currently presents a forecast overspend on bus services and underspend in concessions and identifies how this budget area will continue to be under pressure due to external factors. It is proposed to provide regular updates on expenditure to the Finance, Resources and Corporate Committee and periodically to this meeting.

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

- 9.1 The Bus Network Sustainability Review has been undertaken with detailed input and engagement of bus operators.

10. Recommendations

- 10.1 That the Combined Authority notes the current position with bus service and concessionary fare spending and the actions being taken to mitigate the current budgetary position.
- 10.2 That the Combined Authority approves a virement of £2.1 million from the 2022/23 concessionary travel budget to the tendered bus service budget as set out in Appendix A.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Tendered bus service budget 2022/23

	Budget 2022/23	Forecast 2022/23	Variance	Actuals 2021/22	Budget 2021/22
School Transport					
Contract payments	12,188	14,451	2,263	15,560	12,188
Additional costs re inflation		1,256	1,256		
District Recharges	(4,588)	(5,018)	(430)	(4,563)	(4,588)
Other revenue	(4,966)	(5,511)	(545)	(5,769)	(4,966)
Contract withdrawal	-	(117)	(117)	-	-
Net Cost Of Schools	2,634	5,061	2,427	5,227	2,634
Local Services					
Contract payments	15,627	16,926	1,299	17,406	15,627
Non-school recharges	(988)	(1,509)	(521)	(815)	(988)
Farebox, PPT & Concessions	(460)	(842)	(382)	(548)	(460)
Other inc Boxing Day	-	143	143	-	-
Cost of replacement of withdrawn serv	-	239	239	-	-
Additional costs of contract variations	-	241	241	-	-
Net cost of local services	14,178	15,198	1,020	16,043	14,178
Access bus	2,286	2,623	337	2,756	2,286
BSOG income	(2,063)	(2,063)	-	(2,064)	(2,063)
Gov Covid grants	-	(2,029)	(2,029)	(4,233)	
BRG	-	(19)	(19)		
Pan TPS Budget saving	(400)	-	400	-	(400)
Totals	16,635	18,771	2,136	17,730	16,635

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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **UK Shared Prosperity Fund Investment Plan**

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

Author: Heather Waddington, Head of Funding Strategy

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

1. Purpose of this report

- 1.1 To provide a further update on progress made on developing the West Yorkshire UKSPF Local Investment Plans.
- 1.2 To update the Combined Authority on governance and to approve the establishment of the West Yorkshire UKSPF Local Partnership Group as well as the appointment of Mark Roberts as the Chair, in his capacity as interim Chair of the LEP.
- 1.3 To authorise the Managing Director to finalise and submit the Local Investment Plan to Government, for the core UKSPF programme, on behalf of the Combined Authority, in consultation with the Mayor, Leaders of each constituent Council and the Interim Chair of the LEP.

2. Information

Background

- 2.1 Levelling up is an opportunity that needs to be approached in many ways, from supercharging city regions, to supporting struggling towns, to catalysing industrial clusters in the sectors that will drive the future economy.

- 2.2 Following the EU Referendum in May 2016, the Government announced, once the UK was no longer part of the European Union (EU), they would replace the European Structural and Investment Funds (ESIF) with the UK Shared Prosperity Fund (UKSPF). The UKSPF is led by the Department for Levelling Up, Housing and Communities with a Lead Authority identified for each place. In West Yorkshire this is the Combined Authority working closely with the five local authorities, who will have a crucial role in determining the approach for their local areas.
- 2.3 The £2.6bn Fund runs from 2022-25. It was announced in the Budget April 2022 and aims to target investment where it is needed most, building pride in place with three pillars –
- Pillar 1 - Community and Place
 - Pillar 2 - Supporting Local Business and;
 - Pillar 3 - People and Skills (includes Multiply - one of the first People and Skills programmes aimed at addressing low levels of adult numeracy).
- 2.4 The allocation for West Yorkshire is **£80,486,557** (£68,002,877 for Core SPF and £12,483,680 for Multiply) made up of capital and revenue as set out in the tables below.
- 2.5 The Lead Authority can take a management fee from each element to support the administration of the fund and enable Government's requirements to be met. This is up to 4% for SPF and up to 10% for Multiply – which, if the maximum allowed is taken, leaves the following for delivery - broken down by annual allocations and with capital and revenue split as follows:

Table 1.

	UKSPF			TOTALS
	2022-2023	2023-2024	2024-2025	ALL YEARS
Overall Allocation	8,252,776	16,505,553	43,244,548	68,002,877
Less Mngt fee max 4%	330,111	660,222	1,729,782	2,720,115
Balance left for Delivery	7,922,665	15,845,331	41,514,766	65,282,762

Table 2.

	UKSPF – Capital and Revenue Split			TOTALS
	2022-2023 (90% R, 10% C)	2023-2024 (87% R, 13% C)	2024-2025 (80% R, 20% C)	ALL YEARS
Revenue	7,130,398	13,785,438	33,211,813	54,127,649

Capital	792,266	2,059,893	8,302,953	11,155,113
	7,922,665	15,845,331	41,514,766	65,282,762

Table 3.

MULTIPLY				TOTALS
	2022-2023	2023-2024	2024-2025	ALL YEARS
Overall Allocation	3,774,135	4,354,772	4,354,772	12,483,679
Less Mngt fee max 10%	377,414	435,477	435,477	1,248,368
Balance left for Delivery	3,396,722	3,919,295	3,919,295	11,235,311

- 2.6 The management fee pays for the Lead Authority functions and can also cover costs incurred by the Local Authorities where they are supporting the running of the Fund. The Combined Authority is responsible and accountable for, the following tasks, working with the local authorities:
- developing the Investment Plans for approval by UK Government
 - receiving an areas allocation to manage.
 - selecting, and assessing where required project applications.
 - monitoring, assurance and processing payments.
 - reporting to Government.
- 2.7 The Government's Investment Prospectus set out a menu of options for local areas to select from. The Fund's investment priorities allow a high degree of flexibility to respond to local needs enabling local decision making and allowing priorities to be targeted within West Yorkshire.
- 2.8 To access the UKSPF funding, Lead Authorities are asked to work with a range of local partners, including MPs, to develop Local Investment Plans, which need to be approved by Government. The deadlines for submitting Investment Plans to Government are:
- Multiply Investment Plan – **30 June 2022**
 - UKSPF main Investment Plan – **31 July 2022**
- 2.9 The Investment Plan(s) have been co-produced by the team of six authorities, with consultation, input and feedback from a range of stakeholders. The UKSPF Core Local Investment Plan has incorporated feedback from the Local Partnership Group.
- 2.10 The Multiply Local Investment Plan, as presented in draft, at the 23 June 2022 Combined Authority meeting, was finalised and submitted to Government in line with the deadline of the 30th June 2022. Feedback is expected by the Department for Education, who is the lead for this part of the Fund, in August

to allow Lead Authorities to commence delivery and maximise the opportunity the new academic year will bring for engaging learners. Following this submission work has progressed to develop the Local Investment Plan for the rest of the core funding – which is the focus of this report.

UKSPF – Funding to help deliver the West Yorkshire Investment Strategy (WYIS)

- 2.11 West Yorkshire is in a strong position to use the UKSPF alongside other funding to help champion the region to achieve the best outcomes for all aligning work to the delivery of the West Yorkshire Investment Strategy – demonstrating the outputs and outcomes for the region which all six authorities support. With sufficient flexibility, UKSPF will be a key part of achieving that strategy.

Progress made on the UKSPF Local Investment Plans

- 2.12 Since the launch of the Fund in April work has taken place at speed to consider, in partnership with the Local Authorities, and wider stakeholders the investment frameworks for both SPF and Multiply. This builds upon work being undertaken to realise the ambition of the WYIS and looks to identify those investment priorities which best lend themselves for SPF purposes seeking to complement and add value to other funding available in the region.
- 2.13 The draft Local Investment Plan and the interventions summary (**Appendix 1**) has been developed using a set of design principles;
- led by outcomes the region wants to achieve set out within the West Yorkshire Investment Strategy and building upon the policy led pipeline development work to ensure we invest in the areas which are strategically important and will have the greatest impact.
 - developed through local engagement and collective agreement to achieve and benefit from economies of scale and level up across and within the region.
 - deliverability at the forefront to mitigate risk of losing funding to the region – pressure within year 1 to spend the profiled expenditure.
 - overall the LIP to not include specific projects at this stage (with a few exceptions to aid spend in year 1).
 - including a small number of headline interventions, with aggregated outputs and outcomes to the highest level to allow for flexibility in delivery over the 3 years of the Fund.
 - leverage – Government expect some leverage and alignment to other funding as a package of support. This should be encouraged at all stages.
 - using SPF for things which are eligible and where required maximising other available Funds within the region, in particular using gainshare, a key regional flexible funding stream, for the interventions external funding streams will not support (*funder of last resort principle*).
 - the LIP framework is designed on a mix of in house, commissioned and procured activity over the Fund lifetime- seeking best solutions to issues to

be addressed to help deliver the WYIS and to allow range of stakeholders to engage with the Fund.

- to govern the Fund in an open and transparent way – Core and Multiply to ensure integrated alignment and delivery – see section below on Governance.
- notwithstanding the ability to report to Government manage the Fund in a manner to reduce overly complex bureaucracy but an approach which mitigates risk of claw back and ability to delivery – one approach for the whole Fund.
- allocating a significant proportion of the funding to the local authority level to help run part of the Fund for hyper local delivery of approximately £30m, operating on a pooled basis with the ability to address underspend over the lifetime of the Fund : mechanism of which to be co designed with council officers over the next six months.

- 2.14 Members of the Combined Authority are asked to consider the draft Local Investment Plan together with the deliverables and expenditure summary and provide feedback. Given the submission date is the 26th July, the Combined Authority is asked to authorise the Managing Director to submit the Local Investment Plan to Government, in consultation with the Mayor, Leaders of each constituent Council and the Interim Chair of the LEP.
- 2.15 Following submission of the Investment Plan, work will continue to develop an implementation plan over the summer/early autumn to allow delivery to commence at pace.

Governance

- 2.16 In order to access the UKSPF Funding, Lead Authorities are being asked to work with a range of local partners to develop the investment plans. This includes setting out a governance model for UKSPF that is acceptable to Government which is a comprehensive and balanced local partnership.
- 2.17 To allow the Combined Authority to put in place the required governance, as previously reported, a *UKSPF West Yorkshire Local Partnership (Advisory) Group* has been created - otherwise to be known as the West Yorkshire LPG, reporting to the Finance, Resources and Corporate Committee (FRCC) and ultimately to the Combined Authority. The draft Terms of Reference set out in **Appendix 2** explains the proposed role of the LPG which includes ;
- developing and endorsing the Investment Plans – SPF and Multiply.
 - once plans are approved providing advice on strategic fit and deliverability of schemes avoiding conflicts of interest throughout the lifetime of the Fund.
 - recommending projects for approval to the FRCC and to the Combined Authority and to defer projects for further development and clarification and/or reject projects as required.
 - supporting officers on determining ‘routes to market’ to help best deliver West Yorkshire Investment Strategy priorities and the wider Strategic Economic Framework.

- supporting a robust project appraisal/Fund management and review of performance scheme.
 - undertaking a robust review of Fund performance, ensuring targets and strategic objectives of West Yorkshire are met through efficient delivery and to escalate concerns to the Combined Authority as required.
- 2.18 Recruitment to the LPG has now taken place – the membership is attached at **Appendix 3**. The Membership was sought from across the existing committees of the Combined Authority, and covers the breadth of partners including, business, councils, third sector/civil society, Local Enterprise Partnership, education and skills providers, nature, environmental and associated representatives. Members of the LPG are expected to work in the best interests of West Yorkshire and to speak on behalf of their sector or theme. There remains a vacancy for a representative from Policing and Crime which is expected to be filled shortly.
- 2.19 In order to brief representatives, and given the tight deadlines set out by Government, an initial meeting of the LPG took place on the 6th July 2022 in order to brief partners about the Fund and the work which has been carried out to date. At this meeting, Mark Roberts, the current Interim Chair of the LEP Board was nominated as the Chair of the LPG. The interim LEP Chair is well placed to take on this role given he is a member of the Combined Authority's Finance, Resources and Corporate Committee, working alongside the five district Leaders and the Mayor, the committee which the LPG reports into as well as because of his knowledge and experience of both the local economy and the key strategic plans of which SPF which will help deliver. This will enable him to effectively report into the FRCC and vice versa. A Deputy Chair is to be sought from within the LPG within the next month.
- 2.20 The Combined Authority is asked to agree the establishment of the West Yorkshire Local Partnership Group as well as the appointment of the Chair.
- 2.21 The Lead Authority is also required to engage with local MPs in both the design and delivery of the Fund. In order for MPs to engage with the Fund a new *West Yorkshire SPF MP Engagement Group* has been established and will advise on the investment plan prior to submission and will be engaged proactively in the delivery phase once the Investment Plan is signed off by Government in the autumn. The MP Engagement Group has met twice - in mid-June and early-July and has been consulted on the draft Local Investment Plan and been asked confirm whether they endorse or do not endorse the Plan prior to it being submitted to Government.

3. Tackling the Climate Emergency Implications

- 3.1 As a minimum, any investments under the UKSPF should meet the Government's clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.
- 3.2 Tackling the Climate Emergency is at the heart of the objectives for the West Yorkshire Investment Strategy and tackling the climate emergency is a key

investment priority, which will be used to guide our investments under the UK Shared Prosperity Fund.

4. Inclusive Growth Implications

- 4.1 Inclusive Growth is core within the Investment Priorities of the WYIS to ensure everyone benefits from the investments made across the region. In addition, the Inclusive Growth Framework forms a core part of the Strategic Economic Framework which guides the priorities of the WYIS, which will be used to guide our investments under the UK Shared Prosperity Fund.

5. Equality and Diversity Implications

- 5.1 Reducing inequality is a cross cutting theme within the Investment Priorities of the WYIS to ensure that investments made across the region support equality and diversity, and these principles will be used to guide and target our investments under the UK Shared Prosperity Fund.

6. Financial Implications

- 6.1 The Lead Authority, as outlined above, will be responsible for the devolved funding of £80.48m UK Shared Prosperity Fund – core SPF £68m and £12.48m Multiply.
- 6.2 The Combined Authority will receive a grant determination letter and Memorandum of Understanding setting out Fund requirements and obligations for the amount confirmed with Government and will be responsible for managing these funds accordingly – the format of which is still to be finalised. The Combined Authority will be liable for any expenditure the Secretary of State determines to be ineligible and any ineligible expenditure will be recovered from the Combined Authority. The Combined Authority will consequently need to enter into funding agreements with any successful local delivery partners and will pass on any government contractual obligations to the delivery partner to manage risk, as set out in the Governments technical guidance yet to be published.
- 6.3 Funding will be paid to the Combined Authority annually in advance. The Combined Authority will need to consider how delivery partners are to be paid to manage any risk to the authority, although it is expected this will be based on quarterly claims submitted. In 2022-23, funding will be paid once the local investment plan has been signed off. In 2023-24 and 2024-25, the Combined Authority will be paid at the start of the financial year. Lead local authorities will be asked to return any underspends at the end of the three years or if significantly under delivering payments could be at risk in year.
- 6.4 As Lead Authority the Combined Authority will receive capacity funding of £40,000 to undertake the work required to develop and submit the Core Investment Plan (Not Multiply). This will be paid by Government on sign-off of each place's plan.

- 6.5 The Combined Authority can use up to 4% of their allocation to undertake necessary Fund administration, such as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. Some of this funding will be allocated to partner local authorities to assist with the management of the fund.

7. Legal Implications

- 7.1 The Combined Authority will receive a grant determination letter and Memorandum of Understanding setting out Fund requirements and obligations for the amount confirmed with Government and will be responsible for managing these funds accordingly – the format of which is still to be finalised. As the accountable body, the Combined Authority will put in place a funding agreement with each local delivery partner as the Fund is established. To manage risks any contractual obligations set out by Government will be passed down accordingly.

8. Staffing Implications

- 8.1 Whilst some resources are in place, given the work required to administer the new Fund additional posts will be required, to be funded from the management fee.

9. External Consultees

- 9.1 The core UKSPF Local Investment Plan sets out the list of external consultees in the development of the Investment Plan.

10. Recommendations

- 10.1 That the Combined Authority note the progress made on developing the West Yorkshire UKSPF Local Investment Plans.
- 10.2 That members approve the establishment of the West Yorkshire UKSPF Local Partnership Group as well as the appointment of Mark Roberts as the Chair in his capacity as Chair of the LEP.
- 10.3 To authorise the Managing Director to finalise and submit the Local Investment Plan to Government, for the core UKSPF programme, on behalf of the Combined Authority, in consultation with the Mayor and District Leaders.

11. Background Documents

- 11.1 **Draft** Core SPF Local Investment Plan - https://www.westyorks-ca.gov.uk/media/8681/item-7-ukspf_investment_plan_drafting_template.pdf

12. Appendices

Appendix 1 – LIP Interventions Summary

Appendix 2 – WY UKSPF Local Partnership Group *Draft* Terms of Reference

Appendix 3 – WY UKSPF Local Partnership Group Membership

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HEADLINE SUMMARY OF LIP INTERVENTIONS : July 2022 Draft Local Investment Plan

PILLAR	INTERVENTIONS	INDICATIVE ALLOCATION TO HEADLINE INTERVENTION	INDICATIVE OUTPUTS	INDICATIVE OUTCOMES
Communities and Place Prioritised town centre, high street and green spaces improvements and designing out crime, volunteering, heritage, arts and culture and support for impact of cost of living.	E1 : Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs. (capital and revenue)	£3,378,085	<ul style="list-style-type: none"> Number and m2 of commercial buildings developed or improved Amount of rehabilitated land or premises Amount of public realm created or improved 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Increase footfall Increased visitor numbers Reduced vacancy rates
	E2 : Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.	£3,052,437	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of organisations receiving non-financial support Number of neighbourhood improvements undertaken Number of facilities supported/created Number of local events or activities supported 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Improved perception of facility/infrastructure project Improved perception of facilities/amenities Increased users of facilities/amenities
	E3 : Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.	£1,560,122	<ul style="list-style-type: none"> Amount of rehabilitated land or premises Amount of public realm created or improved Number of neighbourhood improvements undertaken Number of facilities supported/created Amount of green or blue space created or improved Number of new or improved cycleways or paths Number of trees planted 	<ul style="list-style-type: none"> Increased footfall Increased visitor numbers Improved perception of facilities/amenities Increased users of facilities/amenities
	E4 : Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	£1,681,093	<ul style="list-style-type: none"> Amount of rehabilitated land or premises Amount of public realm created or improved Number of organisations receiving grants Number of facilities support/created Number of Tourism, Culture or heritage assets created or improved Number of events/participatory programmes 	<ul style="list-style-type: none"> Increased footfall Increased visitor numbers Improved perception of facilities/amenities Improved perceived/experienced accessibility
	E6 : Support for local arts, cultural, heritage and creative activities.	£3,205,671	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of organisations receiving non-financial support Number of local events or activities supported Number of volunteering opportunities supported 	<ul style="list-style-type: none"> Increased footfall Increased visitor numbers Improved perception of facilities/amenities Increased users of facilities/amenities
	E9 : Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	£4,801,890	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of organisations receiving non-financial support Number of local events or activities supported Number of volunteering opportunities supported Number of projects 	<ul style="list-style-type: none"> Improved engagement numbers Volunteering numbers as a result of support
	E11 : Investment in capacity building and infrastructure support for local civil society and community groups.	£2,670,503	<ul style="list-style-type: none"> Number of organisations receiving grants Number of organisations receiving financial support other than grants Number of facilities supported/created Number of people attending training sessions 	<ul style="list-style-type: none"> Number of new or improved community facilities as a result of support Improved engagement numbers

PILLAR	INTERVENTIONS	INDICATIVE ALLOCATION TO HEADLINE INTERVENTION	INDICATIVE OUTPUTS	INDICATIVE OUTCOMES
	E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	£2,363,520	<ul style="list-style-type: none"> Number of organisations receiving financial support other than grants Number of organisations receiving grants Number of organisations receiving non-financial support Number of households receiving support Number of households supported to take up energy efficiency measures Number of people reached 	<ul style="list-style-type: none"> Greenhouse gas reductions Increased take up of energy efficiency measures
Local Business Prioritised strengthening entrepreneurial ecosystems, including in town centres, training hubs, incubators and business support offers, increasing the number of innovation active firms, growing the social economy and decarbonisation.	E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	£6,898,000	<ul style="list-style-type: none"> Number of businesses receiving financial support other than grants Number of businesses receiving non-financial support Number of businesses receiving grants Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> Number of new businesses created Number of businesses introducing new products to the firm Number of organisations engaged in new knowledge transfer activity Number of businesses adopting new to the firm technologies or processes Number of new to market products Number of businesses with improved productivity
	E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	£9,565,315	<ul style="list-style-type: none"> Number of businesses receiving financial support other than grants Number of businesses receiving non-financial support Number of businesses receiving grants Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Number of new businesses created Number of businesses introducing new products to the firm Number of businesses adopting new to the firm technologies or processes Number of businesses with improved productivity Increased number of businesses engaged in new markets
	E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	£8,506,127	<ul style="list-style-type: none"> Number of businesses receiving financial support other than grants Number of businesses receiving non-financial support Number of businesses receiving grants Number of potential entrepreneurs provided assistance to be business ready 	<ul style="list-style-type: none"> Jobs created Jobs safeguarded Number of new businesses created Increased amount of investment Number of businesses introducing new products to the firm Number of organisations engaged in new knowledge transfer activity Number of businesses adopting new to firm technologies or processes
	E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.	£950,000	<ul style="list-style-type: none"> Number of businesses receiving non-financial support Number of businesses receiving grants Number of decarbonisation plans developed 	<ul style="list-style-type: none"> Number of businesses adopting new to the firm technologies or processes

PILLAR	INTERVENTIONS	INDICATIVE ALLOCATION TO HEADLINE INTERVENTION	INDICATIVE OUTPUTS	INDICATIVE OUTCOMES
People and Skills Prioritised support for the employed to access courses, employment support for economically inactive people, basic, life and career skills.	E33 : Employment support for economically inactive people	£9,000,000	<ul style="list-style-type: none"> Number of economically inactive people engaging with keyworker support services Number of economically inactive people supported to engage with the benefits system Number of socially excluded people accessing support Number of people supported to access basic skills Number of people accessing mental and physical health support leading to employment Number of people supported to engage in job-searching Number of people receiving support to gain employment Number of people receiving support to sustain employment Effective working between keyworkers and additional services 	<ul style="list-style-type: none"> Number of economically inactive individuals in receipt of benefits they are entitled to following support Increased active or sustained participants of UKSPF beneficiaries in community groups (and/or) increased employability through development of interpersonal skills Number of people in supported employment (and) number of people engaging with mainstream healthcare services Number of people sustaining engagement with keyworker support and additional services Number of people engaged in job-searching following support Number of people in employment, including self-employment, following support
	E34 : Courses including basic, life and career skills	£3,850,000	<ul style="list-style-type: none"> Number of people supported to engage in life skills Number of people supported onto a course through providing financial support Number of people gaining a qualification or completing a course following support 	<ul style="list-style-type: none"> Number of people in education/training Fewer people facing structural barriers into employment and into skills provision
	E35 : Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.	£400,000	<ul style="list-style-type: none"> Number of people supported to participate in education Number of volunteering opportunities supported Number of people taking part in work experience programmes 	<ul style="list-style-type: none"> Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace Fewer people facing structural barriers into employment and into skills provision
	E37 : Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses	£3,400,000	<ul style="list-style-type: none"> Number of people supported to participate in education Number of people retraining Number of people in employment engaging with the skills system 	<ul style="list-style-type: none"> Number of people gaining qualifications, licences and skills
	DELIVERY TOTALS	£65,282,763		
	% Administration Fund (3 years)	£ 2,720,115		
	West Yorkshire Allocation	£68,002,878		

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The West Yorkshire UK Shared Prosperity Fund (UKSPF) Local Partnership Group – Governance Arrangements

Introduction

The governance arrangements for the West Yorkshire UK Shared Prosperity Fund (UKSPF) Local Partnership Group (referenced in this document as the Local Partnership Group) are described in the following sections:

1. Overview and governance context
2. Terms of Reference
3. Role
4. Membership
5. Chairing Arrangements
6. Meeting Arrangements
7. Agendas and Reports and Confidential/Exempt Information
8. Quorum
9. Voting Arrangements
10. Code of Conduct and Conflicts of Interest
11. Recommendations

1. Overview and governance context

- 1.1 UKSPF is a domestic fund replacing EU structural funding such as ERDF and ESF.
- 1.2 Working to a UK-wide framework published by the UK government, local partners will influence the Fund through development and delivery of an investment plan for each lead authority – in this case West Yorkshire.
- 1.3 The Fund will operate UK-wide and use the financial assistance powers in the UK Internal Market Act 2020 to deliver funding to places across the UK.
- 1.4 Throughout the UK, access to local insight and expertise is essential for each place to identify and address need and opportunity and respond with the right solutions for each place. Comprehensive and balanced local partnerships will be a core component of how the Fund is administered locally.
- 1.5 National UKSPF guidance sets out that lead authorities such as West Yorkshire Combined Authority should work with local partners via a Local Partnership Group, this will be alongside a West Yorkshire MP Engagement Group.
- 1.6 Within West Yorkshire, current Combined Authority committee members are being re-purposed to initially fulfil the role of a UKPSF local Local Partnership Group, and the role of the Group and membership may change over time.

- 1.7 The Local Partnership Group is accountable to the Combined Authority¹ with reporting lines primarily to the Finance, Resources and Corporate Committee (FRCC).
- 1.8 The West Yorkshire UKSPF Governance model is set out below. This is fully compliant with national guidance.

2. Terms of Reference

- 2.1. The Local Partnership Group is authorised to advise the Combined Authority and FRCC² in relation to:
- developing and endorsing the Investment Plans – SPF and Multiply.
 - once plans are approved providing advice on strategic fit and deliverability of schemes avoiding conflicts of interest throughout the lifetime of the Fund.
 - recommending projects for approval to the FRCC and to the Combined Authority and to advise on the need to defer projects for further development and clarification and/or reject projects as required.
 - supporting officers on determining 'routes to market' to help best deliver West Yorkshire Investment Strategy priorities and the wider Strategic Economic Framework.
 - supporting a robust project appraisal/Fund management and review of performance scheme.
 - undertaking a robust review of Fund performance, ensuring targets and strategic objectives of West Yorkshire are met through efficient delivery and to escalate concerns to the Combined Authority as required.

3. Role

- 3.1 The Local Partnership Group is not a committee of the Combined Authority, nor is it a sub-committee of FRCC or any other committee. The role of the group is **advisory only**, and not decision-making.
- 3.2 The Local Partnership Group is not intended to replace or conflict with the Combined Authority's **Overview and Scrutiny Committee**; any matter reviewed by the Local Partnership remains within the remit of the relevant Overview and Scrutiny Committee and the Scrutiny Standing Orders.

4. Membership

- 4.1 The membership of the Group aims to cover the breadth of the membership of those listed by Government as best practice and additionally seeks to ensure all aspects of the three pillars of the UKSPF are also represented. To meet these requirements, the membership of the Local Partnership Group is drawn from a range of members from existing committees of the Combined Authority, together with a number of additional members to ensure as far as reasonably practicable that the appropriate breadth of representation is achieved.

¹ The Combined Authority noted the setting up and role of the LPG at its meeting on 23 June 2022

² Although the LPG will primarily advise the Combined Authority and FRCC, from time to time it may also be asked to feedback to other committees of the Combined Authority.

- 4.2 The current membership of the Local Partnership Group can be found at **Annex 1**. The role of the Group and membership may change over time.
- 4.2 Substitutes or alternates are required to be identified at the formation of the LPG and will be agreed as part of the Governance process. On an exception basis, and for good reason, substitutes may attend with the agreement of the Chair. However, permanent representatives are expected to attend on a regular basis for continuity. **See Appendix 1 (Nomination of Substitutes). Substitutes must fill in and return a Declaration of Interest Form (attached as Appendix 2) TO BE ADDED.**
- 4.3 Members of the Local Partnership Group will be expected to work in the best interests of West Yorkshire and also to speak on behalf of their sector or theme. The Local Partnership Group member will also act as a conduit between the Local Partnership Group and their committee, council or sector, to promote the SPF programme.
- 4.5 A Local Partnership Group member shall cease to be a member of the Group in the following circumstances:
- if the Local Partnership Group member gives written notice to the Chair of their notice of resignation.
 - if he/she ceases to be a member of the relevant local authority or Combined Authority committee; or
 - if he/she removed from membership by a resolution of the Local Partnership Group that it is in the best interests of the Group that the membership is terminated.
- 4.6 Where members leave the Local Partnership Group, the Combined Authority will seek a replacement from existing Committee members of the Combined Authority subject to the agreement of the Chair.

5. Chairing the Local Partnership Group

- 5.1 The Local Partnership Group will be chaired by Mark Roberts in his capacity as interim LEP chair.
- 5.2 The Deputy Chair will be appointed by the full Local Partnership Group, seeking nominations from within to take on the role.

6. Meeting arrangements

- 6.1 The Local Partnership Group will initially meet at a frequency in person or remotely eg. via teams to be determined by the Chair of the Group. It is expected that monthly meetings will be required for the first 6 months, and thereafter likely to be quarterly. Any urgent items may be considered by written procedure with the agreement of the Chair.
- 6.2 The **date and time** for each meeting of the Local Partnership Group will where possible be scheduled in advance and except in exceptional circumstances, members of the Group should receive at least **10 working days' notice** of any meeting.
- 6.3 The Local Partnership Group will be supported by the Combined Authority's UKSPF Officer Team, within Strategy as well as by officer advice via the Adult Education Budget Core Performance Group (in respect of Multiply).

- 6.4 The Lead Officer for the Local Partnership Group is **Heather Waddington, Head of Funding Strategy**. The Lead Officer or their nominee will attend to advise each meeting of the LPG.
- 6.5 The secretariat function will be provided by the Combined Authority's Strategy Team.
- 6.6 Before each meeting, a member should confirm their attendance or apologies to the relevant officer in the Strategy team.
- 6.7 The meetings are held in private, but the recommendations of the Local Partnership Group will normally³ be made public to ensure transparency on investment decisions.
- 6.8 Minutes of LPG meetings will be subject to the Freedom of Information Act 2000.

7. Agendas and reports and Confidential/Exempt information

- 7.1 The **agenda** for business to be considered by the Local Partnership Group shall be agreed by the Chair and should be provided to members at least 3 working days before the meeting, together with reports.
- 7.2 **Reports and agenda** for any meeting of the Local Partnership Group are not published on the Combined Authority's website. However, as a matter of good practice, any information which would be confidential or exempt in a committee report should be identified as such on the report to the Group, and set out in a separate appendix, marked accordingly.
- 7.3 As a member of the Local Partnership Group, you may from time to time receive information which is confidential and/or exempt from public disclosure. **It is imperative that you do not disclose this information to anyone.** You can be removed from your role as a co-opted member of the Combined Authority if you do so.

8. Quorum

- 8.1 The **quorum** for the Local Partnership Group is one third of the total membership of the Group, to include at least one local authority member and one private sector representative.
- 8.2 If a meeting is not quorate, the meeting will adjourn to a time and date fixed by the Chair, but members may be invited to make individual representations on any report to the UKSPF Officer Team in the interim.

9. Voting

- 9.1 Where any decision is required by the Local Partnership Group, (such as the terms of any recommendation), any question will be decided by a majority of members of the Group present and voting on the question at the meeting.
- 9.2 No member of the Local Partnership Group will have a casting vote.
- 9.3 The views of any member present should be recorded if a vote is not unanimous where the member requests that their view be noted in the minutes.

³ Subject to the general provisions re exempt information

10. Code of Conduct and Conflicts of Interest

- 10.1 Any member of the Local Partnership Group to whom the **Members' Code of Conduct** of the Combined Authority applies (by virtue of their membership on a Combined Authority committee or otherwise) will be subject to the Code of Conduct when they are attending this Local Partnership Group. Although the Code's provisions relating to declarations of interests do not directly apply to meetings of a working group, the Head of Legal and Governance Services advises that **members of the Local Partnership Group should treat meetings of the Group as if they are a formal committee meeting for the purposes of disclosing interests and not participating where a member has an interest in any matter**. This approach helps members avoid breaching the principles of conduct set out in the Code relating to selflessness, and honesty and integrity.
- 10.2 Any **member of the Local Partnership Group who is not subject to the Members' Code of Conduct is still required to act in line with the Nolan Principles** of public life which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership and is expected to meet the standards of the Members Code as a matter of good governance. This includes declaring any interest arising in any matter to be considered or being considered at a meeting of the Local Partnership Group:
- in which they personally stand to make a direct financial gain or loss, or
 - where the matter relates specifically to a potential grant to or contract with their employer.
- The Chair of the meeting may ask any individual not to participate in any item where a conflict of interest arises.
- 10.3 Any member of the Local Partnership Group who has not completed a Declaration of interests form for the Combined Authority as part of their membership of a Combined Authority committee will be required to do so within 28 days of becoming a member of the Group.
- 10.4 Any declaration or non-participation by any member of the Local Partnership Group should be recorded in the minutes for the meeting of the Group.

11. Recommendations

- 11.1 The recommendations of the Local Partnership Group will be reflected in the minutes or notes of the meeting. The Combined Authority's Strategy team will ensure that recommendations are considered by the Combined Authority or FRCC as appropriate as soon as reasonably practicable, or in the case of any urgent matter, notified to the Chair of the Combined Authority or FRCC as soon as reasonably practicable.
- 11.2 The Chair of the Local Partnership Group may be invited to present the recommendations to the Combined Authority or FRCC⁴.

⁴ Where the Chair is not a member of FRCC, they will be invited to attend the Committee for this purpose only and will not be entitled to vote on this item or any other, nor entitled to participate in any other item on the agenda.

DRAFT

Annex 1 - UK Shared Prosperity Fund : Local Partnership Group Membership – June 2022

Name	Committee	Organisation representing	Email Address	Telephone Number
Mark Roberts	Interim LEP Board Chair	Private Sector	mark.roberts@the-lep.com	07769 110769
Cllr Alex Ross-Shaw (L) Bradford	Business, Economy and Innovation Committee Place, Regeneration & Housing Committee Business Investment Panel	Local Authority – Bradford	alex.ross-shaw@bradford.gov.uk	07582 100052
Cllr Jane Scullion (L) - Calderdale	Combined Authority (sub) Business, Economy and Innovation Committee Place, Regeneration and Housing Committee Business Investment Panel	Local Authority – Calderdale	councillor.jscullion@calderdale.gov.uk	07740 943673
Cllr Graham Turner (L) Kirklees	Cabinet Member for Regeneration Employment and Skills Committee (tbc CA 23/6)	Local Authority – Kirklees	graham.turner@kirklees.gov.uk	07772 643361
Cllr Jonathan Pryor Leeds (L)	Business, Economy and Innovation Committee Culture, Arts & Creative Industries Committee	Local Authority – Leeds	jonathan.pryor@leeds.gov.uk	0113 378 8811 07515 400109
Cllr Darren Byford (L) Wakefield	Cabinet Member for Regeneration & Economic Growth	Local Authority – Wakefield	dbyford@wakefield.gov.uk	01924 763088 07825 927134
Karl Oxford	Business, Economy and Innovation Committee	Private Sector (African & Caribbean Business Ventures Ltd – Third Sector)	karloxford@hotmail.com karl@acbv.group	07873 518 442
Andrew Wright	Business, Economy and Innovation Committee	LEP Board member – Private Deputy Chair of BEIC & ESIF Sub-Committee	Andrew@wrights.cc ;	
Alan Lane	Culture, Arts and Creative Committee	Private Sector	alan_lane@mac.com ;	07718 644296

Name	Committee	Organisation representing	Email Address	Telephone Number
Mandy Ridyard	LEP Board Business, Economy and Innovation Committee	LEP Board member - Private	Mandy.ridyard@produmax.co.uk	01943 461713
Catherine Mitchell	Culture and Creative Industries Committee	Arts Council	Catherine.Mitchell@artscouncil.org.uk	
Sam Keighley	Place, Regeneration and Housing Committee Culture and Creative Industries Committee	Private Sector (Yorkshire Sport Foundation)	Sam.keighley@yorkshiresport.org ;	0330 20 20 280 07794 247873
Shirley Congdon	LEP Board	Higher Education (Vice-Chancellor, Bradford University)	S.Congdon@bradford.ac.uk H.L.Hague@bradford.ac.uk (PA Email)	01274 233007/ 233012
Martin Stow	Business, Economy and Innovation Committee	Universities (Director/Chairman of Nexus, MIT REAP Team Champion)	m.w.stow@leeds.ac.uk ;	0113 343 6978 0792 857 3519
Dr Neville Young	Business, Economy and Innovation Committee	Y&H Academic Health Partnership	Neville.Young@yhahsn.com ;	07967 594594
Colin Booth	Employment and Skills Committee	Further Education (CEO Luminate Education Group)	colin.booth@luminate.ac.uk	0113 284 6236
Bill Adams	Employment and Skills Committee	Trades Union Congress rep	badams@tuc.org.uk	
Alex Miles	Employment and Skills Committee	West Yorkshire Skills Partnership - WY Learning Providers	Alex.Miles@wylp.org.uk	07859 339949
Sharon Riding for Sue Soroczan	Employment and Skills Committee	DWP/JCP - North Central Group Strategic Partnership Manager, Work & Health Directorate	SHARON.RIDING@DWP.GOV.UK	07920 783114
Cllr Scott Patient	Climate, Energy and Environment Committee	Nature/Environment	Councillor.SPatient@calderdale.gov.uk	07843 233779

Name	Committee	Organisation representing	Email Address	Telephone Number
Cassandra Walker	N/A	Voluntary sector, social enterprise and civil society	Cassandra.Walker@locality.org.uk	07955 364192
VACANT	VACANT	Police and Crime		

West Yorkshire Combined Authority – Lead Authority Core UKSPF Officers			
Name	Job Role	Email Address	Telephone Number
Alan Reiss	Director of Strategy, Communications and Policing (SRO)	Alan.reiss@westyorks-ca.gov.uk	0113 251 7222
Heather Waddington	Head of Funding Strategy (SPF Responsible Lead officer)	Heather.waddington@westyorks-ca.gov.uk	0113 348 1178
Sam Turner	Policy Assistant (Secretariat Support)	Sam.turner@westyorks-ca.gov.uk	0113 348 1625

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Appendix 4 : UK Shared Prosperity Fund : Local Partnership Group Membership – June 2022

Name	Committee	Organisation representing	Email Address	Telephone Number
Mark Roberts	LEP Board	Private Sector	Mark.Roberts@the-lep.com	07769 110769
Cllr Alex Ross-Shaw (L) Bradford	Business, Economy and Innovation Committee Place, Regeneration & Housing Committee Business Investment Panel	Local Authority – Bradford	alex.ross-shaw@bradford.gov.uk	07582 100052
Cllr Jane Scullion (L) - Calderdale	Combined Authority (sub) Business, Economy and Innovation Committee Place, Regeneration and Housing Committee Business Investment Panel	Local Authority – Calderdale	councillor.jscullion@calderdale.gov.uk	07740 943673
Cllr Graham Turner (L) Kirklees	Cabinet Member for Regeneration Employment and Skills Committee (tbc CA 23/6)	Local Authority – Kirklees	graham.turner@kirklees.gov.uk	07772 643361
Cllr Jonathan Pryor Leeds (L)	Business, Economy and Innovation Committee Culture, Arts & Creative Industries Committee	Local Authority – Leeds	jonathan.pryor@leeds.gov.uk	0113 378 8811 07515 400109
Cllr Darren Byford (L) Wakefield	Cabinet Member for Regeneration & Economic Growth	Local Authority – Wakefield	dbyford@wakefield.gov.uk	01924 763088 07825 927134
Karl Oxford	Business, Economy and Innovation Committee	Private Sector (African & Caribbean Business Ventures Ltd)	karloxford@hotmail.com karl@acbv.group	07873 518 442
Andrew Wright	Business, Economy and Innovation Committee	LEP Board member – Private Deputy Chair of BEIC & ESIF Sub-Committee	Andrew@wrights.cc ;	
Alan Lane	Culture, Arts and Creative Committee	Private Sector	alan_lane@mac.com ;	07718 644296

Name	Committee	Organisation representing	Email Address	Telephone Number
Mandy Ridyard	LEP Board Business, Economy and Innovation Committee	LEP Board member - Private	Mandy.ridyard@produmax.co.uk	01943 461713
Catherine Mitchell	Culture and Creative Industries Committee	Arts Council	Catherine.Mitchell@artscouncil.org.uk	
Sam Keighley	Place, Regeneration and Housing Committee Culture and Creative Industries Committee	Private Sector (Yorkshire Sport Foundation)	Sam.keighley@yorkshiresport.org ;	0330 20 20 280 07794 247873
Shirley Congdon	LEP Board	Higher Education (Vice-Chancellor, Bradford University)	S.Congdon@bradford.ac.uk H.L.Hague@bradford.ac.uk (PA Email)	01274 233007/ 233012
Martin Stow	Business, Economy and Innovation Committee	Universities (Director/Chairman of Nexus, MIT REAP Team Champion)	m.w.stow@leeds.ac.uk ;	0113 343 6978 0792 857 3519
Dr Neville Young	Business, Economy and Innovation Committee	Y&H Academic Health Partnership	Neville.Young@yhahsn.com ;	07967 594594
Colin Booth	Employment and Skills Committee	Further Education (CEO Luminare Education Group)	colin.booth@luminare.ac.uk	0113 284 6236
Bill Adams	Employment and Skills Committee	Trades Union Congress rep	badams@tuc.org.uk	
Alex Miles	Employment and Skills Committee	West Yorkshire Skills Partnership - WY Learning Providers	Alex.Miles@wylp.org.uk	07859 339949
Sharon Riding for Sue Soroczán	Employment and Skills Committee	DWP/JCP - North Central Group Strategic Partnership Manager, Work & Health Directorate	SHARON.RIDING@DWP.GOV.UK	07920 783114
Cllr Scott Patient	Climate, Energy and Environment Committee	Nature/Environment	Councillor.SPatient@calderdale.gov.uk	07843 233779

Name	Committee	Organisation representing	Email Address	Telephone Number
Cassandra Walker	N/A	Voluntary sector, social enterprise and civil society	Cassandra.Walker@locality.org.uk	07955 364192
VACANT	VACANT	Police and Crime		

West Yorkshire Combined Authority – Lead Authority Core UKSPF Officers				
Name	Job Role	Email Address	Telephone Number	
Alan Reiss	Director of Strategy, Communications and Policing (SRO)	Alan.reiss@westyorks-ca.gov.uk	0113 251 7222	
Heather Waddington	Head of Funding Strategy (UKSPF Responsible Officer)	Heather.waddington@westyorks-ca.gov.uk	0113 348 1178	
Sam Turner	Policy Assistant (Secretariat Support)	Sam.turner@westyorks-ca.gov.uk	0113 348 1625	

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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: West Yorkshire Mass Transit

Director: Kevin Murray, Interim Director, Mass Transit

Author: Tom Gifford, Head of Mass Transit

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

1. Purpose of this Report

- 1.1 To set out the vision for West Yorkshire Mass Transit and to seek approval to undertake further engagement on the draft final version, ahead of it being adopted as a daughter document as a component of the statutory Local Transport Plan in the future.
- 1.2 To seek approval to the new governance model of West Yorkshire Mass Transit, including creation of a Member Transit Strategy Group and Transit Senior Leadership Board.
- 1.3 To seek approval to the Combined Authority becoming the sole promoter/client, with district partners being 'strategic partners' for the development of Mass Transit.
- 1.4 To seek approval to create a Mass Transit development team, which would report to the Director of Mass Transit and Managing Director, to accelerate development and enable 'delivery of the first phase to commence construction within the second Mayoral term'.

2. Information

Transport Vision

- 2.1 In 2017, the Combined Authority adopted the West Yorkshire Transport Strategy 2040, setting out the ambitions for transport and providing the policy framework for improvement. The draft Connectivity Infrastructure Plan compliments the strategy, setting out a delivery plan and long-term pipeline of transport infrastructure enhancements to improve connectivity across the region.
- 2.2 The West Yorkshire Transport Strategy 2040 sets out the West Yorkshire vision for transport, and Mass Transit forms a central part of that transport vision. The West Yorkshire Transport Strategy and the draft Connectivity Infrastructure Plan have been developed with the input of each of the five partner councils and both reflect the partner councils' growth plans and priorities for investment.
- 2.3 The transformational plans for Mass Transit will help deliver a new integrated and inclusive transport network for the people of West Yorkshire which will connect communities across the region through to 2040. Mass Transit is integral to the bold ambition to make West Yorkshire greener, more inclusive, and better connected, based on a modern, world-class public transport system using new forms of advanced Mass Transit.
- 2.4 The West Yorkshire Transport Strategy meets the statutory requirement placed on the Combined Authority as the West Yorkshire Local Transport Authority to produce a Local Transport Plan (LTP). New guidance is anticipated in Autumn 2022 from Government around how Local Transport Plans should be developed in accordance with the new guidance by 2024.
- 2.5 The draft Connectivity Infrastructure Plan was published in January 2021, accompanied by a series of related documents, including the draft Mass Transit Vision 2040. Alongside cycling, walking, bus and rail, mass transit will be essential in helping our communities thrive and the economy to flourish, bringing people and places closer together. By offering a new public transport option and an attractive alternative to car travel, we expect mass transit to:
- Help combat climate change and provide climate resilient infrastructure.
 - Connect West Yorkshire's important places.
 - Support levelling up and help rebalance the economy.
 - Improve health and wellbeing.
 - Support economic recovery.
- 2.6 Mass Transit will help combat climate change by offering a clean and sustainable means to travel across the region, offering an attractive and sustainable alternative to car travel and providing climate resilient infrastructure. Mass Transit will offer a transformational catalyst to support sustainable economic growth. As a part of the wider draft Connectivity Infrastructure Plan, Mass Transit will support existing local plan spatial priority areas and employment and housing centres across the region. Mass Transit will be part of a wider integrated transport system for West Yorkshire with simpler fares and contactless ticketing.

- 2.7 The proposed Mass Transit programme is aligned with the Mayor's pledges. Mass Transit will require a skilled labour force to construct and operate, it will help to attract inward investment and business growth, provide fast, reliable, and attractive public transport links to jobs, kick-start development and regeneration and prioritise inclusive growth.
- 2.8 At its meeting on 9 December 2021, the Combined Authority noted the feedback from the Spring 2021 public engagement on the draft Connectivity Infrastructure Plan and draft Mass Transit Vision. The engagement undertaken produced the largest response of its type that the Combined Authority has ever run. There were 430,000 social media views of the engagement material. We received 7,800 responses to our surveys, polls, the interactive map, and other stakeholder feedback. Overall, the support for the Vision was strong. Around 80% of respondents said they supported the Vision, either fully or in part.
- 2.9 Since this time, the draft Mass Transit Vision 2040 has been updated to reflect the feedback received and the updated vision is included in Appendix A. A further round of engagement is proposed on this version of the document, ahead of a final version Vision being formally adopted as a daughter document to the statutory Local Transport Plan for the region. The vision will form an essential policy foundation at any future planning/public inquiry into the scheme, and as such it is important for the vision to be adopted as part of the statutory Local Transport Plan for West Yorkshire

Governance

- 2.10 The Combined Authority considered feedback from the Local Partnership Gateway review into its Mass Transit proposals in February 2022. This identified the need to update the governance arrangements of Mass Transit as it moves to the next stage in development.
- 2.11 Close partnership working is at the heart of the region's success and for Mass Transit, careful consideration has been given to the best means to enable the successful delivery of Mass Transit including the pros and cons of various models. Having considered a range of options and legal advice, and in consultation with district partners, it is proposed that the Combined Authority is the sole promoter for West Yorkshire Mass Transit, with district partners being strategic partners (by way of suitable legal agreements and/or memorandums of understanding). By proceeding with the Combined Authority as a sole applicant/owner, it would ultimately result in a more straightforward and easier to manage consenting process, and reflect the approach almost universally taken by other Combined Authorities and their predecessors.
- 2.12 To address the Local Partnership reviews findings and to reflect the feedback regarding promotion of Mass Transit, it is proposed that the Governance of Mass Transit is as follows:
- Transport Committee and CA will continue to be the formal decision-making bodies.

- A Member Transit Strategy Group be implemented to set the mandate and ensure delivery of outcomes to programme. The Member Strategy Group would include Leader and/or Portfolio Holder representation from each of the Authorities and chaired by the Mayor.
- A New Senior Transit Leadership Board, chaired by the Managing Director would report to the Member Transit Strategy Group and have a clear mandate around the delivery of the Mass Transit programme, bringing together key strategic district partners, and central government.
- A refreshed Transit Programme Board to continue the partnership working with all districts.

2.13 A summary of the new Governance Model is set out in Appendix 2.

Team Resourcing

- 2.14 In February 2022 the Combined Authority approved the creation of a Director of Mass Transit, who would report to the Managing Director. The Managing Director is the Senior Responsible Officer for Mass Transit. The Director (Project Director) is accountable to the Senior Responsible Owner for the day-to-day management of the project. An interim Director for Mass Transit is now in post whilst the recruitment of a permanent Director is progressed.
- 2.15 An Organisational Design business case has been developed and options for the organisational structure have been considered. This has recommended a preferred option seeking to combine the development of a permanent in-house Mass Transit team supplemented where necessary with temporary and specialist contracted and/or seconded resources. This approach seeks to develop an appropriate internal Mass Transit capability to support the effective development and delivery of the Mass Transit Programme within a dedicated, credible and collaborative directorate.
- 2.16 The existing Mass Transit team structure will be transferred into the new Mass Transit directorate through the management of change process, with the necessary consultation and engagement processes with affected staff.
- 2.17 The organisational structure will deliver a dedicated Mass Transit directorate, made up of Programme Management, Project Management and Technical teams, supported by enhanced corporate functions across the Combined Authority, required to deliver this development stage and plan for future delivery stages. The key Heads of Services roles to provide senior management support to the Director and the wider team are detailed in Appendix 3, and below that level the detailed individual posts and role profiles are to be developed based on the development requirements. This will be based on a combination of existing and new job profiles, and will be sequenced and co-ordinated to draw on best available resources both internally and externally sourced. The approach has been reviewed with Combined Authority directors and district partners, and draws on industry experience and learning from development of similar large programmes.

2.18 The organisational design creates posts to make up the Mass Transit Directorate with each role providing required expertise in the development of the Mass Transit programme. Key outputs for the roles include the business case work, stakeholder and public engagement, statutory powers and permissions, commercial and delivery strategies, and the necessary planning stages to progress delivery. This is estimated will take three to four years for the first phase of the programme at which point subject to funding it moves to the initial implementation phase. Key workstreams the team would need to be developed and resourced to deliver include:-

- Programme Management & Controls
- Communications & Engagement
- Sponsorship & Requirements Management
- Design & Information Management
- Safety, Assurance & Compliance
- Planning & Placemaking
- Place & Environment
- Commercial & Financial Management
- Land Acquisition & Commitments Management
- Contract Management
- Project Management
- Property & CPO Management
- Legal & Consents
- System Operator Functions & Wider Connectivity Integration
- Corporate functions including HR, Procurement, IT

2.19 Developing the Mass Transit programme and teams offers unique and exciting opportunities to embrace and support the Combined Authority's ambitions and objectives for equality, diversity and inclusion. This also extends to our procurement activities as an opportunity to ensure our suppliers also champion equality, diversity and inclusion. The opportunity to develop a skilled and specialist workforce from the diverse, multi-cultural and socially spread communities in West Yorkshire is a key benefit with the levelling-up agenda at its heart. In addition, there will be significant opportunities to bring graduates, apprenticeships and school leavers into the Mass Transit programme and teams.

Funding

2.20 In November 2021 the government published the Integrated Rail Plan (IRP) which confirms the initial funding for West Yorkshire Mass Transit. *"We commit today to building a Mass Transit System for Leeds and West Yorkshire, and to supporting West Yorkshire Combined Authority over the long term to ensure that this time, it gets done. That work begins now, with £200m of immediate funding to plan the project and start building it, with the first services operational in the second half of this decade."*

- 2.21 The IRP also references that *“We intend for some parts to be in service by the second half of this decade. The cost for the initial network, over ten years, is expected to exceed £2 billion, we will also expect local taxpayers to make contribute to the system's capital costs.”* The IRP also identifies that there will be an additional £100m for rail studies and to start work on Mass Transit.
- 2.22 The Combined Authority received an allocation of £830m from the City Region Sustainable Transport Settlement (CRSTS) for the five-year period 2022/23 to 2026/27, following a submission to government in September 2021. Following discussions with Department for Transport and HM Treasury, the final CRSTS business case submitted to government included provision for £200m for development and initial delivery of Mass Transit. It is noted that delivery of mass transit will cost significantly more than the allocation currently available.
- 2.23 The CRSTS funding is for the development of the Mass Transit programme through business case development and securing statutory TWAO powers. Further funding for implementation delivery of the programme will be required as referenced in the IRP. The indicative timeline for delivery of the first phase is shown diagrammatically in Appendix 4 and is subject to the development of the Mass Transit programme over the next few years.

3. Tackling the Climate Emergency Implications

- 3.1 Carbon emissions generated by transport are currently at levels that, without significant intervention and changes to processes, a net zero carbon future by 2038 will not be achievable. Road transport is the biggest contributor to roadside air pollution with cars being the largest source of emissions. To meet the 2038 net zero target, and even with a shift to zero/low emission vehicles, analysis suggests that a reduction of total vehicle kilometres exceeding 20% is necessary, accompanied by an increase in the use of sustainable modes (walking and cycling) and public transport. Transit also has the opportunity to support improvements to air quality and contribute to carbon reduction goals by providing an attractive lower carbon, lower emission transport option. Increased capacity provided by transit will allow for additional capacity on congested corridors, which affords the opportunity to improve vehicle flows which in turn will improve air quality.

4. Inclusive Growth Implications

- 4.1. A central common theme of the Connectivity Plan, and Mass Transit Vision as part of that, is that investment in transport accessibility will make a positive contribution to driving forward inclusive growth. Our approach to transport seeks to provide practical alternatives to the private car that will help to tackle air quality issues and help provide access to jobs and education, especially for people currently less likely to access these opportunities. Our plans particularly focus on how to support the hardest to reach communities to realise economic opportunities.

5. Equality and Diversity Implications

- 5.1. Through the Combined Authority's role in managing the delivery of the Transport Strategy, the Connectivity Plan and bidding for funding, focus will be placed on ensuring that equality and diversity needs are addressed, with a particular emphasis on improving accessibility for all.

6. Financial Implications

- 6.1 The costs of the new posts will be met by the City Region Sustainable Transport Settlement allocation for Mass Transit.

7. Legal Implications

- 7.1 In 2017, the Combined Authority adopted the West Yorkshire Transport Strategy 2040, setting out our policy framework for improving transport. The transport Connectivity Infrastructure Plan is an extension of this, setting out a delivery plan and long-term pipeline of transport infrastructure improvements to improve connectivity in our region.
- 7.2 The West Yorkshire Transport Strategy 2040 represents the statutory requirement placed on the Combined Authority as the West Yorkshire Local Transport Authority to produce a Local Transport Plan (LTP) setting out the policy framework and overarching strategy for improving transport.
- 7.3 The Connectivity Infrastructure Plan is a delivery implementation plan for Transport Strategy 2040. The Transport Strategy and the Connectivity Infrastructure Plan have been developed with the input of each of the five partner councils and both reflect the partner councils' growth plans and priorities for investment.

8. Staffing Implications

- 8.1 The existing Mass Transit team structure sits within the Policy and Development directorate and will be transferred into the new Mass Transit directorate through the usual management of change process. This will include the necessary consultation and engagement processes with affected staff.
- 8.2 Early engagement has been undertaken with the existing team during the development of the organisational design. Similarly engagement with other directorates within the Combined Authority has been undertaken to share and inform the development of the structure, alongside industry experience being brought from similar programmes.

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the Combined Authority:

- Endorses the vision for West Yorkshire Mass Transit and approves undertaking further engagement on the draft final version, ahead of it being adopted as a daughter document as a component of the Local Transport Plan in the future.
- Approves the new governance model of West Yorkshire Mass Transit, including creation of a Member Transit Strategy Group and Transit Senior Leadership Board.
- Approves the Combined Authority becoming the sole promoter/client, with district partners being 'strategic partners' for the development of Mass Transit.
- Approves the creation of the Mass Transit development team, which would report to the Director of Mass Transit and Managing Director, to accelerate development and enable 'delivery of the first phase to commence construction within the second Mayoral term'.

11. Background Documents

9 December 2021 Combined Authority meeting – Paper on Feedback from Connectivity Plan and Mass Transit Vision

12. Appendices

Appendix 1 – Updated Mass Transit Vision 2040
Appendix 2 – Proposed Mass Transit Governance Model
Appendix 3 – Mass Transit Development Team structure
Appendix 4 – Mass Transit Delivery Process diagram

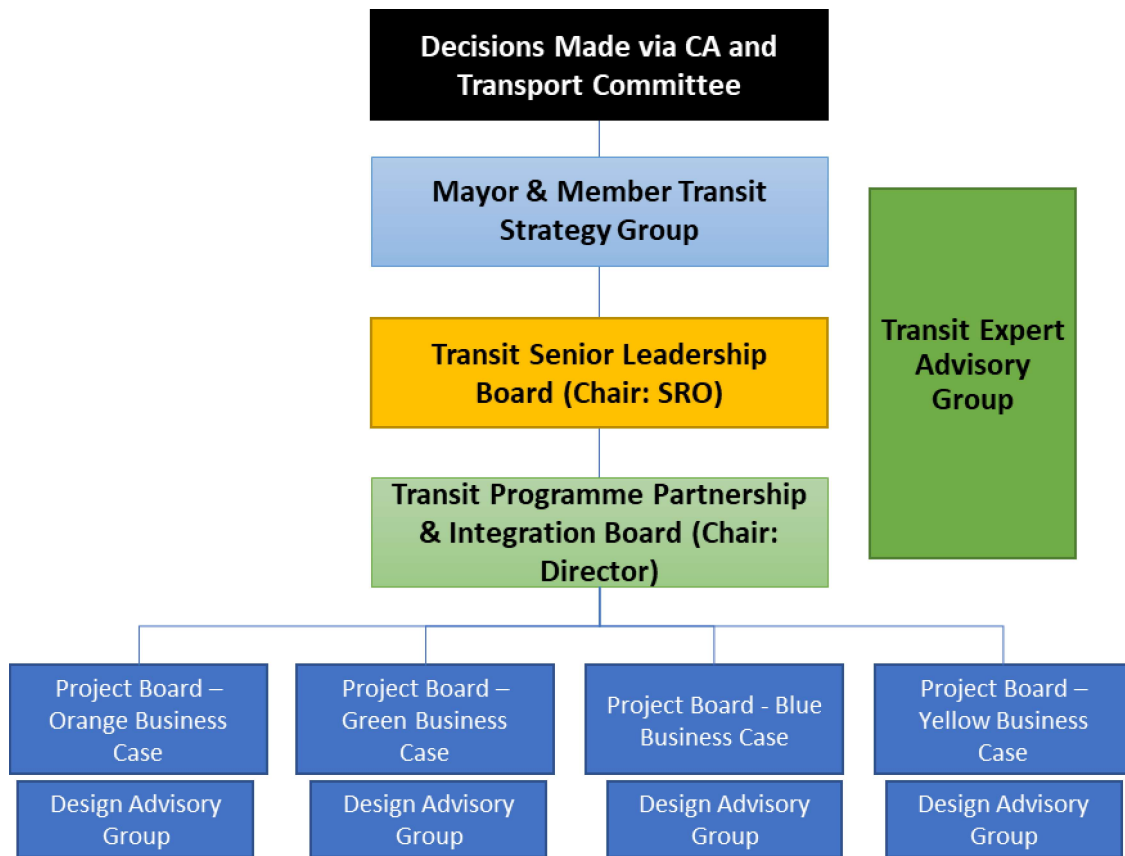
Appendix 1 – Updated Mass Transit Vision 2040

The updated West Yorkshire Mass Transit Vision 2040 can be found here:

<https://www.westyorks-ca.gov.uk/masstransit/>

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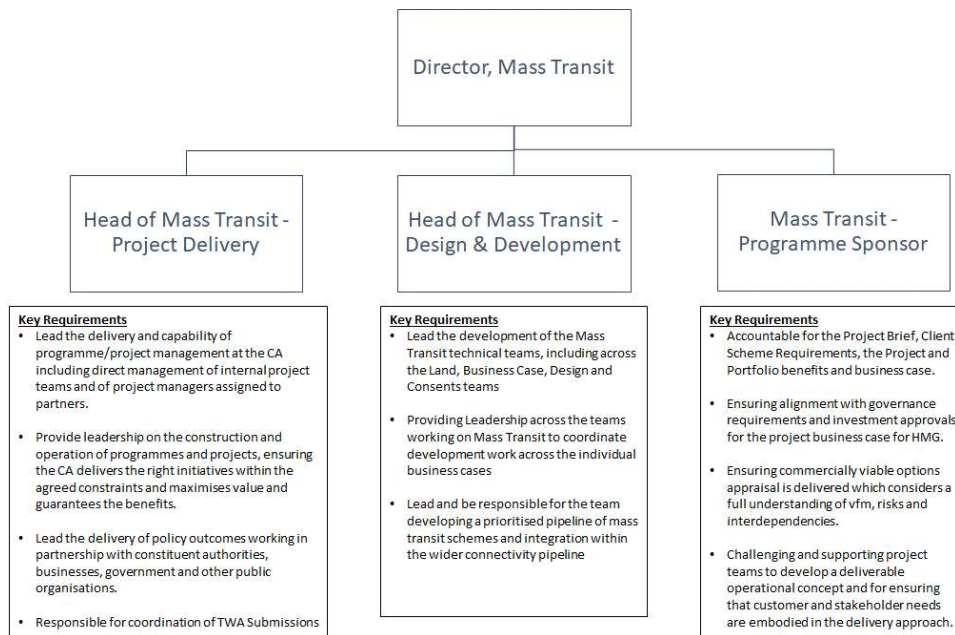
Appendix 2 – Proposed Mass Transit Governance Model



Combined Authority		• Mass Transit material is published first at the CA, then considered/delegated to Transport Committee			
Transport Committee		• Future Capital Approvals around Mass Transit (post CA AGM) • Land Decisions around Transit (or delegated to Senior Steering Group)			
Mayor & Member Transit Strategy Group	Chair:	• Mayor or Chair of Transport Committee	Role • Set project mandate / outcomes / delivery parameters • Hold the Transit Senior Leadership Team to account • Strategic Programme Oversight • Strategic Communications & Stakeholder Engagement Plan • Integration / interface with Other Major Programmes	Decision Making Powers • Advisory • The WG would agree scope of forward plan to the CA / TC	Typical Agenda Items • Communications Strategy • Route Design Options • Technology Choices • Placemaking
	Invite:	• WY Transport & Environment Portfolio Holders & Cross-Party Political Representation • MD (SRO), Lead Officers as required			
	Freq:	• Every 2 Months			
Transit Senior Leadership Board	Chair:	• MD (SRO)	Role Have clear and unambiguous accountability through an SRO lead to deliver the project mandate set within the resource and time parameters provided • Set Programme Scope / Benefit Realisation Strategy • Set the Financial & Commercial Strategy • Make Land Acquisition Decisions • Strategic stakeholder relationships and Comms • System Operator perspective • Negotiations with Central Government	Decision Making Powers • Take decisions usually taken by SLT • New officer delegation from CA/TC • Land Acquisition (Delegated from CA / TC / MD?)	Typical Agenda Items • Comms Plan • Stakeholder Objection Management Strategy • Resourcing Strategy • Benefit Realisation Strategy • Land Acquisition Decision
	Invite:	• CA Directors (Transit, Delivery, P&D, P&S, TS, Corporate) • WY DoDs • DfT / HMG / NR / TfN • Lead Officers			
	Freq:	• Every 2 Months			
Transit Programme Partnership & Integration Board	Chair:	• Mass Transit Director	Role • Partnership Coordination • Coordinate Project Board Outputs • Ownership of the Programme, Risks, Budget Management • Design Freeze Sign off	Decision Making Powers • Advisory • Escalates items to SSG / Member working group	Typical Agenda Items • Programme Plan • Project Highlight Reports • Resourcing Plan • Benefit Realisation Plan
	Invite:	• District Partners - CHos • CA Heads of Service (Legal, Delivery/PMA, Place, Transport Policy) • Lead Transit Officers			
	Freq:	• Every Month			

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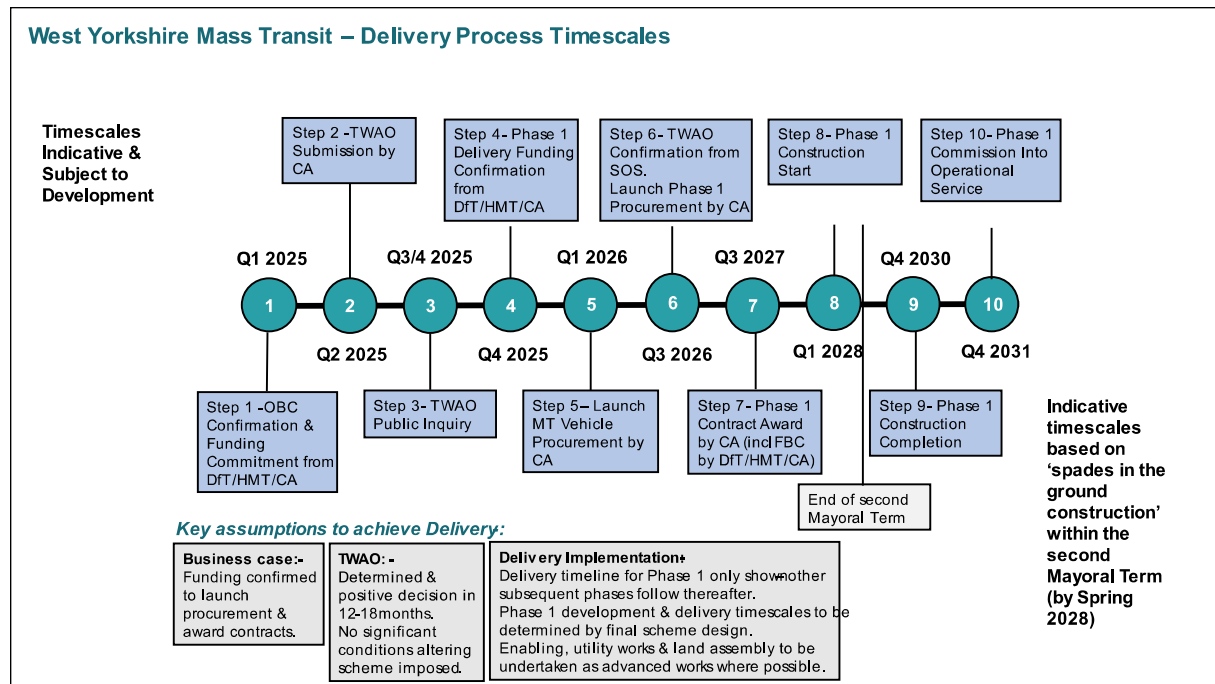
Appendix 3 – Mass Transit Development Team structure



Note Heads of Service roles only shown – additional roles report into the HoS/Director role.

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Appendix 4 - Mass Transit Delivery Process diagram



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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: Corporate Matters

Director: Ben Still, Managing Director

Author: Alice Rowland, Business Improvement Manager

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

1. Purpose of this report

- 1.1 To provide the Combined Authority with an update on the organisation's response to rising cost pressures, including highlighting the development of a new Medium Term Financial Plan and ongoing organisational readiness work.
- 1.2 To provide further detail on the updated Director roles and accountabilities, following endorsement to update the organisation's senior structure at the Combined Authority meeting on 23 June 2022.

2. Information

- 2.1 The country is currently facing significant economic and financial pressures due to a range of national and international factors. These pressures are being felt keenly by West Yorkshire residents including through rising costs of food, energy, and other consumer bills.
- 2.2 A detailed analysis of the latest economic data was considered at the Business, Economy and Innovation Committee and is available to read [here](#).
- 2.3 Following this, this paper sets out the Combined Authority's planning in response to these pressures across four areas: policy; delivery and capital programme; medium term financial planning; and longer-term organisational readiness work to ensure we remain focussed on mitigating cost pressures on West Yorkshire citizens, project delivery and agility to respond to changing circumstances.

Policy Response to Rising Living Costs

- 2.4 The Combined Authority's mission is to develop and deliver policies which directly benefit the people of West Yorkshire. The organisation is committed to supporting West Yorkshire residents using the policy levers, powers and funding available.
- 2.5 The primary lever available to the Authority is through the Bus Service Improvement Plan and Enhanced Partnership Schemes, which is presented in item 5. The Combined Authority, alongside bus operators, aims to reduce bus fares to a flat rate of no more than £2 across West Yorkshire to be implemented during the Autumn.
- 2.6 This is subject to statutory milestones and processes, and while operators have engaged in positive discussions regarding fare subsidies to date, this still has to be formally agreed. Further steps are also being taken to explore reducing the daily cost of an MCard ticket.
- 2.7 Public transport costs are a significant burden on those less able to absorb the ongoing increases in the cost of living and it is hoped that, if approved, these measures can make a tangible difference to many West Yorkshire residents.

Delivery and Capital Programme Response to Cost Inflation

- 2.8 Maintaining the pace and quality of delivery of projects and programmes is a key priority. At its last meetings the Finance, Resources and Corporate Committee (FRCC) has considered papers setting out the potential scale of cost pressures emerging as a result of current high rates of inflation. The meeting of 12 July 2022 agreed that work should continue at pace to review schemes across the Combined Authority's capital programmes, given rapidly rising cost pressures. To this end, Delivery teams are working with partner councils to review existing schemes against affordability, strategic fit and deliverability.
- 2.9 An early example of this is the detailed paper which sets out options for transport programmes, which can be viewed [here](#). Similar work is being carried out across other Combined Authority partnership programmes in order to gain an overall picture of anticipated cost pressures across our portfolio alongside proposals for how these are mitigated and managed.
- 2.10 The objective of the review is maintaining a strong delivery focus while ensuring best value for money and quality of schemes for projects that are underway. FRCC acknowledged that this work is likely to result in certain projects being deferred and slotted back into the pipeline to await a point when further funding becomes available. This comes in the context of an expanding capital programme with more funding likely to come through in the coming months, for example through City Region Sustainable Transport Settlement. As new funding programmes come on stream, these will be reviewed in line with cost increases to ensure they are still viable and deliverable. Due to the long lead-in time for programme development, it will be the case that project costs have changed since the original business cases were developed and so reviewing these at an early stage will be essential.

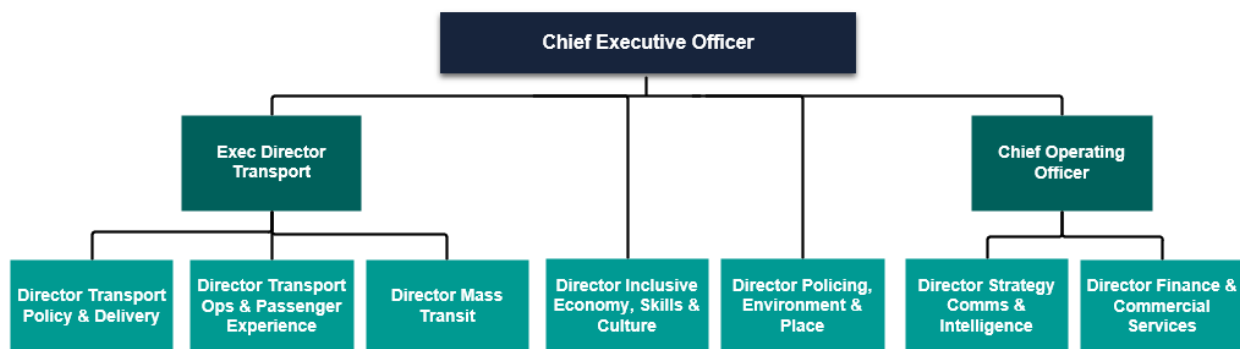
Medium-Term Financial Strategy

- 2.11 In order to address and manage these changes in the round, work is underway to develop a new Medium-Term Financial Strategy (MTFS) for the organisation which will set out budgets and cost scenarios for the next three years, better enabling the organisation to be on the front foot to respond to challenges. In recent years a one-year budget has been agreed, recognising the uncertainties and volatilities during Covid, devolution and wider economic and funding difficulties that made longer term planning challenging.
- 2.12 The three-year MTFS will take a broad-brush approach to horizon scanning and forward planning potential changes in income and expenditure, for example looking at future income streams, investments and reserves, and potential staffing costs over the coming years. A specific focus will be on expenditure on bus services and this is the subject of a separate report on this agenda.
- 2.13 In addition, work will be done to review existing contracts, with a view to both estimating inflation pressures within the existing term of contracts and building in increased contract renewal costs into the commercial strategy.
- 2.14 Consideration will also be given to further efficiency and organisational readiness, including how our processes and structures can be revised to make best use of existing and future resources to enable the maximum benefit in terms of outcome for West Yorkshire.
- 2.15 This work is in the early stages of development and further updates will be brought to the Combined Authority / Finance, Resources and Corporate Committee as and when appropriate.

Organisational Readiness and Evolution

- 2.16 Alongside the immediate changes and interventions set out above, work is underway to ensure the organisation is best structured to respond to both current and potential pressures in the longer term.
- 2.17 A detailed report was considered at the Combined Authority meeting on 23 June. Recommendations included to shift the organisation's operating model to become outcome focussed and a corresponding shift in the Director roles to embed this model and give greater transparency of senior accountability across key areas and a greater read across from job roles to key performance outcomes for West Yorkshire. These recommendations were agreed and progress is now being made on delivery.
- 2.18 Figure 1 below sets out the revised Director role structure.

Figure 1: Draft Revised Senior Roles



2.19 This structure changes the remit and accountabilities of all Director roles, and therefore new role profiles have been drafted setting the scope, accountabilities and key competencies for each position. These revised role profiles place significant focus on accountability for delivering Key Performance Outcomes for West Yorkshire, in line with the new operating model.

2.20 As previously agreed, the Executive Director Transport and Chief Operating Officer roles occupy an additional tier between the Chief Executive Officer and current Director level roles. These role profiles therefore reflect more demanding level of leadership, responsibility and competency.

2.21 The two new role profiles (Executive Director Transport and Chief Operating Officer) are currently being taken through an external evaluation process for senior roles, the results of which are not yet known. However, it is expected that the Executive Director and Chief Operating Officer roles will be graded between the grade of the current Director roles shown below and the Chief Executive Officer's salary. The Director level roles will be benchmarked, and it is anticipated that they will remain graded within the current bands.

- Director – Grade R £100,510 - £116,380
- Director (Mass Transit) Grade S £119,422 - £138,728

2.22 Therefore, the additional cost of this structure will remain well within the proposed £250k envelope which was set out at the 23 June meeting.

2.23 The draft role accountabilities, key competencies and person specification are set out in Appendix 1 for consideration by the Combined Authority. Should these be endorsed, the formal Management of Change process will begin with the existing Directors with a view to having the structure in place in the Autumn (subject to external recruitment to any vacancies).

2.24 The review has resulted in a recognised need to strengthen the corporate centre, and a further phase of work will be required to establish how the service areas which sit beneath the Chief Operating Officer are best configured to address this.

2.25 This further work to strengthen the corporate centre will be built into the longer-term organisational change programme which is being developed to implement the raft of recommendations from the independent review. These

relate to broader areas such as organisational strategy and vision, embedding cultural change, and improving efficiency of policies and processes. A more detailed update on the key elements of the programme will be brought to a future Combined Authority meeting.

3. Tackling the Climate Emergency Implications

- 3.1 The MTFS will support the organisation to continue to deliver on key programmes to achieve our key objectives, including on tackling the climate emergency.
- 3.2 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on tackling the climate emergency and a single senior point of accountability for achieving outcomes in this area.

4. Inclusive Growth Implications

- 4.1 The MTFS will support the organisation to continue to deliver on key programmes to achieve our key objectives, including delivering inclusive growth.
- 4.2 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on inclusive growth and a single senior point of accountability for achieving outcomes in this area.

5. Equality and Diversity Implications

- 5.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on embedding Equality, Diversity and Inclusion into everything we do.

6. Financial Implications

- 6.1 The financial implications relating to the MTFS are set out in the main body of the report, and further detail on this will be brought forward for consideration once available.
- 6.2 As previously reported, the proposals in relation to changing the director roles outlined in this paper will increase the total costs of the senior management structure. Once the role profiles have been independently evaluated and graded, the full costs will be confirmed, but it is expected they will not exceed £250k reported in the Combined Authority paper of 23 June. Additional funding to meet these costs will need to be identified from the funding received through recent awards including CRSTS and any revenue opportunities identified and will be built into the medium-term financial strategy being developed.

7. Legal Implications

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

8. Staffing Implications

- 8.1 The Executive Director Transport and Chief Operating Officer are new roles added to the organisational structure. Role profiles for these roles are subject to job evaluation to determine the rate of pay.
- 8.2 Director role profiles have been redefined to reflect the new responsibilities and will be reviewed and benchmarked to confirm the grade. Following this a

Management of Change Process will be undertaken with the current post holders following the Combined Authority's process.

8.3 There may be impacts on other roles, particularly with regards to change of line management reporting which will also require some management of change to implement.

8.4 The changes to the overall design of the organisation are within the organisation design principles created at the point of the previous organisational change programme that implemented the current directorate structure.

9. External Consultees

9.1 West Yorkshire local authorities and local bus operators have been consulted on the Bus Service Improvement Plan and Enhanced Partnership documents. Their feedback has been taken into account and has shaped proposals where appropriate.

10. Recommendations

10.1 That the Combined Authority notes the progress made to respond to increasing cost pressures and to develop a Medium-Term Financial Strategy.

10.2 That the Combined Authority notes the further detail on the revised Director role profiles set out in Appendix 1 and endorses the intention to proceed to fill these posts, subject to final evaluation and grading by an external provider.

11. Background Documents

Organisational Evolution Combined Authority Paper – 23 June 2022

Economic Reporting Business, Innovation and Economy Committee Paper – 12 July 2022

BSIP Enhanced Partnership Scheme Combined Authority Paper – 22 July 2022 (Item 5)

Inflationary Pressures on Capital Programmes Finance, Resources and Corporate Committee Paper – 12 July 2022 (Item 7)

12. Appendices

Appendix 1: Director Role Purpose, Competencies and Person Specification

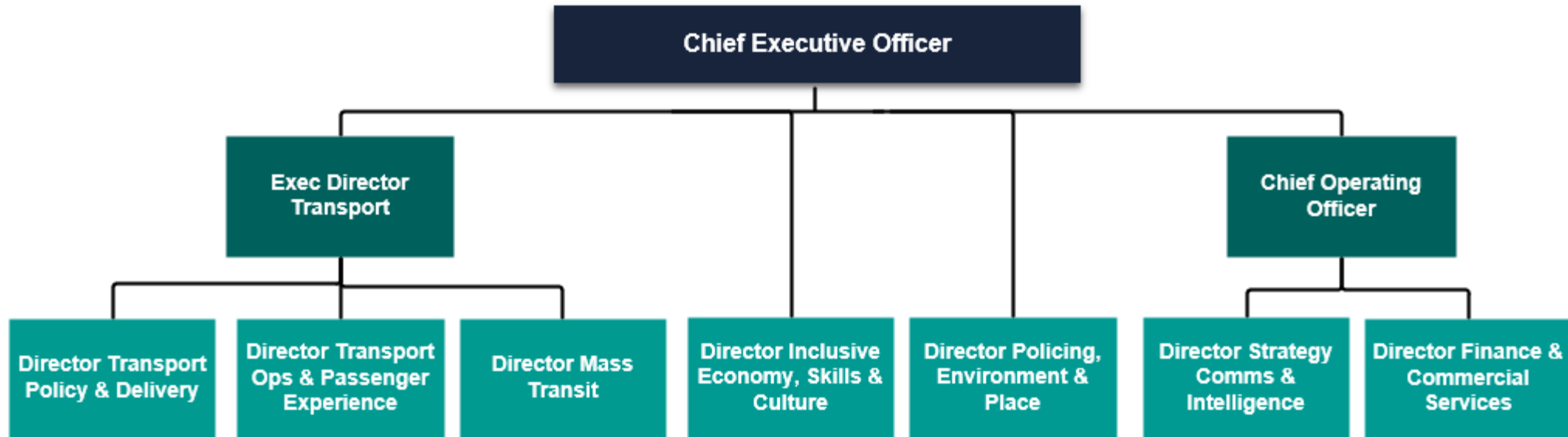
Appendix One: Draft Director Role Profiles

Explanatory Notes

06

- This appendix sets out the summary role profile for each of the revised Director roles, as per the new structure (overleaf).
- For each of the nine Director roles, two slides are provided:
 - **Role Purpose slide:** This sets out the functional accountabilities, decision rights and performance metrics for each role. It aims to give a functional overview of how the role fits into the senior structure and will drive outcomes across the organisation.
 - **Role Profile summary slide:** This sets out the key role and person specific competencies required to fulfil the role. This is taken directly from the formal Role Profile documents, which are being externally evaluated and graded.

Revised Directorate Structure



Executive Director Transport: Role Purpose

Role purpose: To provide visible leadership for transport in the region, securing investment the region needs, and integrating functions which drive the development, delivery and safe operation of a sustainable, effective and efficient transport system for the people of West Yorkshire.

Key Accountabilities		Role Specific Experience / Qualifications
<div>Key Functional Accountabilities:<ul style="list-style-type: none">Ensures the customer is at the heart of all transport matters, working to ensure continuous performance improvement.Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.Provides challenge and rigour to ensure West Yorkshire has a best in class, innovative transport system.Acts as the single point of accountability for all Transport related matters, delegating as appropriate to other Directors as required, and deputising for the CEO as appropriate.Ensures successful delivery of Transport related initiatives, achieving outcomes of City Region Boards. This includes:<ul style="list-style-type: none">The development of transformative evidence-based policies, strategies & interventions and securing of funding where needed, to create an efficient, sustainable and effective transport system.Determining the overall strategic investment strategy for transport in the region.Oversight of the delivery of transport investment projects which continue to meet the Combined Authority's strategic priorities.Responsible for ensuring the public transport system meets the needs of West Yorkshire.Accountable for transport's role in carbon reduction and environmental sustainability and safety.Manages external relationships and supports partnership working at an Executive level for cross-cutting transport interests.Advises the Authority (and its Boards) on the effective discharge of its powers & responsibilities.</div> <div>Financial Accountabilities:<ul style="list-style-type: none">Works to leverage strategic funding into the region to deliver pipeline priorities and programmes.Holds ultimate accountability for the efficient and effective use of Combined Authority's transport revenue and capital budgets, transport levy and securing funds & overseeing budget allocation and prioritisation.</div> <div>People Management Accountabilities:<ul style="list-style-type: none">Provides executive leadership to Combined Authority transport functions, integrating transport policy, delivery and operations for all modes of transport in the region.Role models and champions Combined Authority values and behaviours, facilitating a culture of inclusiveness and empowerment.Coaches and mentors L2 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.Identifies and develops top talent and capability in those with 'Executive / Director' potential.</div> <div>Board Accountabilities:<ul style="list-style-type: none">Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority.Shares collective responsibility with the internal leadership team for setting the risk appetite for the Combined Authority.Represents the collective perspective of the Transport Directorates at appropriate internal governance forums (as defined in terms of reference)</div>		<div>Decision Rights Own:<ul style="list-style-type: none">Translation of corporate priorities for regional transport (allocating to Director Transport Policy & Delivery, Operations & Passenger Experience and Mass Transit)Risk tolerance for Transport DirectoratesResource prioritisation and deployment across Transport DirectoratesDecision making boundaries for Transport DirectoratesTransport budget allocation & execution (within bounds of tolerances / Combined Authority procedures)Transport governance (internal & corporate)Influence:<ul style="list-style-type: none">Combined Authority-wide strategic prioritisationCombined Authority-wide funding & financial allocationSetting of Combined Authority-wide risk toleranceCombined Authority-wide governance</div>
		Performance Measurements <ul style="list-style-type: none">Financial performance against budget / ROIPeople management (engagement survey, retention stats, vacancies etc.)Operational measures (KPIs / SLAs) achieved across: Transport Policy & Delivery, Operations & Passenger Experience and Mass TransitPerformance against plan by Transport business areaPublic confidence & satisfaction (e.g. satisfaction surveys etc.)Member / partner confidence & satisfaction

Executive Director Transport: Role Profile Summary

Requirements of the Role

People Management

- Champion partnership working across the organisation and externally to deliver outstanding results from joint working.
- Provide strategic leadership and empowerment to direct reports and their teams.
- Champion and deliver a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Champion the behaviours, values and processes of the organisation to achieve outstanding results and have public accountability and transparency.
- Ensure excellent communication channels are in place and effective.

Technical Duties:

- Accountable for meaningful KPIs for the directorate, linked to the organisation's vision and business plan, including ensuring that outcomes are achieved.
- Championing an efficient evidence based approach, alongside effective, transparent and accountable decision making.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable for taking a strategic overview of the organisation's finances and ensuring that these are well controlled, with a particular focus on transport related budgets.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisations vision and business plan.

Impact and Influence

- Engender a performance culture focused on outcomes and outputs.
- Embed effective senior level working relationships with Members, Government and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to PhD/masters or equivalent professional qualification level or industry experience.
- Leadership of transport management and delivery models gained through comprehensive experience in the field.
- Leadership and strategic management in a public sector body or organisation.

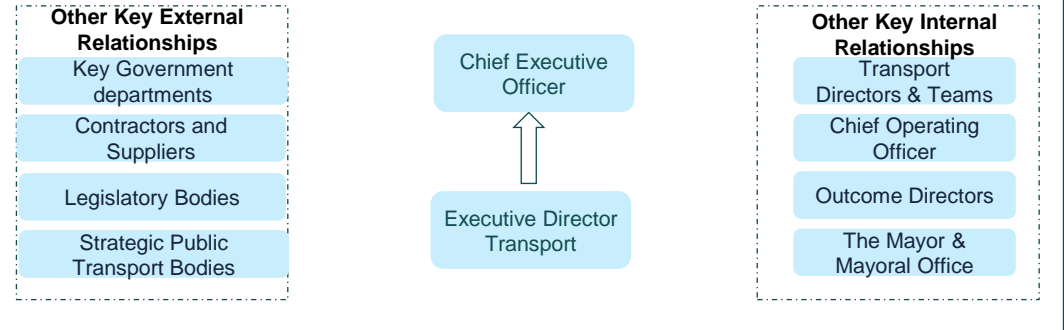
Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.
- Significant experience of commercial negotiation.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders and partners.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.

Interactions



Director Transport Policy & Delivery: Role Purpose

Role purpose: To work with partners to shape the vision for the future of transport for West Yorkshire, translating this into actionable policies, strategies, plans and programmes – driving delivery at pace with a focus on value for money.	
Key Accountabilities	
Key Functional Accountabilities: <ul style="list-style-type: none">• Provides leadership to the transport policy, development and delivery teams.• Works with partners to shape the vision for transport in West Yorkshire, translating this into actionable policies, strategies, plans and programmes.• Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.• Ensures integration and effective read across between policy and delivery, with a focus on delivering outcomes at pace and value for money.• Oversees the development of the transport policy and pipeline for all regional modes of transport, including the development of the Local Transport Plan and reform of systems where appropriate e.g. leading on Bus Reform.• Oversee the commissioning and delivery transport projects & programmes, working in close partnership with Transport providers & operators, partners and businesses. This includes:<ul style="list-style-type: none">- Working with partners to deliver transport projects and reform which meet strategic priorities and derive maximum benefit for the region- Working with partners to deliver transformational change and reform to the region's transport infrastructure and improve sustainable transport connectivity- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.• Drives innovation in transport within the region, utilising pilots to test & learn.• Ensures compliance with regulatory and statutory obligations for transport programmes.• Ensures safe transition of new services into operations.• Oversees evaluation of progress towards transport outcomes for West Yorkshire, ensuring a rigorous feedback and development cycle.• Works with our partners to actively manage large-scale transport programmes to ensure outcomes are delivered. Financial Accountabilities: <ul style="list-style-type: none">• Works to leverage funding into the region to deliver pipeline priorities and programmes.• Holds Transport Delivery budgets and is responsible for securing funds, budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).• Oversees delivery of projects & programmes against funding streams ensuring clear monitoring and tracking. People Management Accountabilities: <ul style="list-style-type: none">• Provides visible leadership to the Transport Policy and Delivery teams, role modelling and championing Combined Authority values and behaviours.• Creates an operating environment for success across the Transport Policy and Delivery Directorate teams.• Identifies and develops top talent and capability in those with 'Director' potential.• Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives Board Accountabilities: <ul style="list-style-type: none">• Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).• Sits on internal governance meetings, representing Transport Policy and Delivery (as defined in terms of reference).	Role Specific Experience / Qualifications <ul style="list-style-type: none">• Knowledge and experience of delivering large scale infrastructure projects/programmes• Knowledge and experience of strategic policy development and working in partnership with government Decision Rights <p>Own:</p> <ul style="list-style-type: none">• Translation of CA strategy to Transport Delivery• Key priorities / business plan for Transport Delivery, in line with CA strategy• Risk appetite for Transport Delivery teams• Resource prioritisation and deployment for Transport Delivery (within budget)• Decision making boundaries for Transport Delivery (including issue resolution)• Transport Delivery budget(s) allocation & execution (within bounds of tolerances / CA procedures) <p>Influence:</p> <ul style="list-style-type: none">• Resource prioritisation and deployment across Transport Directorates• Risk tolerance for Transport Directorates• Decision making boundaries for Transport Directorates (including issue resolution)• Transport budget allocation & execution (within bounds of tolerances / CA procedures)• Transport governance (internal & corporate) Performance Measurements <ul style="list-style-type: none">• Financial performance against budget / ROI• People management (engagement survey, retention stats, vacancies etc.)• Operational measures (KPIs / SLAs) achieved across Transport Delivery• Performance against plan for Transport Delivery• Transport Delivery project & programmes performance (status reports etc.)• Public confidence & satisfaction (e.g. satisfaction surveys etc.)• Member / partner confidence & satisfaction

Director Transport Policy & Delivery: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisations finances and ensuring that these are well controlled.
- Direct the organisations resources to secure and manage funding streams that fit with the organisations vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

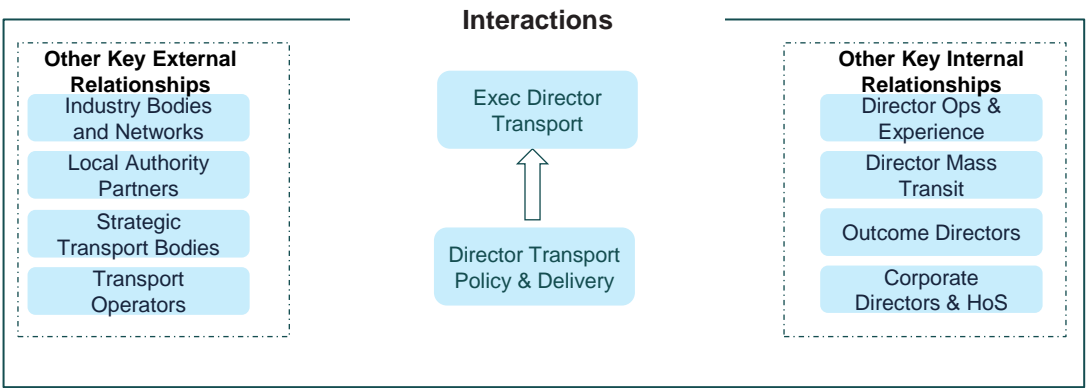
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.



Director Transport Operations & Passenger Experience: Role Purpose

Role purpose: To deliver a consistent, efficient and inclusive transport operation in West Yorkshire, enabling more people to use accessible, sustainable transport with a focus on affordable travel for all.

Key Accountabilities

Key Functional Accountabilities:

- Provides leadership to the Transport Operations and Passenger Experience teams (encompassing Passenger Experience, Mobility Services, Facilities and Assets).
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Leads the management of Customer Services & Passenger Experience (concessionary fares & prepaid tickets, MCARD, bus station retail, Metroline, Timetables etc.) This includes:
 - Enabling people to easily plan and pay for their travel by public transport. Championing affordable travel for all, especially for older and disabled people and those under the age of 25.
 - Enabling people to access employment, education and local services and facilities by commissioning needs-based transport services.
- Oversees and leads the development of service implementation plans for appropriate service areas (customer facing services, public transport facilities, public transport services, smart ticketing, sustainable travel and information provision).
- Oversees operational transport facility management and maintenance, such as bus stations facilities, bus stops.
- Develops and improves strong customer support services such as contact centres, website and online services, enquiries.
- Ensures regular performance reporting and oversees evaluation and continuous improvement.
- Drives compliance with regulatory and statutory obligations for all transport operations and address safety concerns and customer complaints.
- Oversees delivery of the Bus Service Improvement plan within the Enhanced Partnership between the Combined Authority and bus operators.
- Maintains the Authority's Asset Development Plan, identifying a forward plan of asset protection and renewal, including accountability for carbon reduction and environmental sustainability of operations.

Financial Accountabilities:

- Holds Transport Operations & Passenger Experience budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).
- Oversees Transport Operations & Passenger Experience major contract management, performance & financial management.

People Management Accountabilities:

- Provides leadership to the Transport Operations and Passenger Experience Teams (encompassing Passenger Experience, Mobility Services, Facilities and Assets), role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Transport Operations and Passenger Experience teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Sits on internal governance meetings, representing the Transport Ops and Passenger Experience teams.

Role Specific Experience / Qualifications

- Knowledge and experience of working in the transport sector.
- Customer service accreditation or equivalent professional experience.
- Commercial knowledge and experience.
- Experience of delivering inclusive transport operations.

Decision Rights

Own:

- Translation of Combined Authority strategy to Transport Operations & Passenger Experience.
- Key priorities / business plan for Transport Operations & Passenger Experience, in line with Combined Authority strategy.
- Risk appetite for Transport Operations teams.
- Resource prioritisation and deployment for Transport Operations & Passenger Experience. (within budget).
- Decision making boundaries for Transport Operations & Passenger Experience teams (including issue resolution).
- Transport Delivery budget(s) allocation & execution (within bounds of tolerances / Combined Authority procedures)

Influence:

- Resource prioritisation and deployment across Transport Directorates
- Risk tolerance for Transport Directorates
- Decision making boundaries for Transport Directorates (including issue resolution)
- Transport budget allocation & execution (within bounds of tolerances / Combined Authority procedures)
- Transport governance (internal & corporate)

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Transport Operations & Passenger Experience.
- Performance against plan for Transport Operations & Passenger Experience.
- Public confidence & satisfaction (e.g. satisfaction surveys, customer services call logs etc.)
- Member / partner confidence & satisfaction.
- Continuous improvement stats & metrics.

Director Transport Operations & Customer Experience: Role Profile Summary

Requirements of the Role	Requirements of the Person
<div><p>People Management</p><ul style="list-style-type: none">Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.Ensure appropriate communication channels are in place and effective between you and your direct reports.Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.<p>Technical Duties:</p><ul style="list-style-type: none">Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.<p>Financial:</p><ul style="list-style-type: none">Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.Direct the organisation's resources to secure and manage funding streams that fit with the organisations vision and business plan.<p>Impact and Influence</p><ul style="list-style-type: none">Form and maintain effective senior level working relationships with Members, Government, and partner organisations.Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.Manage communication challenges effectively in a dynamic and politically pressured environment.</div>	<div><p>Knowledge:</p><ul style="list-style-type: none">Educated or experienced to masters degree/ postgraduate professional qualification level.Understanding of business organisation and management gained through comprehensive experience in the field.Experience of leading and managing key support services and effecting business change.<p>Technical:</p><ul style="list-style-type: none">Strong negotiation skills.Highly developed communication skills with the proven ability to strongly lead, influence and challenge.<p>Financial:</p><ul style="list-style-type: none">Demonstrable experience of successfully managing large scale budgets.Experience identifying and acquiring appropriate funding streams.<p>Impact and Influence:</p><ul style="list-style-type: none">Comprehensive experience of leading, negotiating and influencing stakeholders.Experienced in forming effective senior level working relationships with Members, Government and partner organisations.Comprehensive experience of providing leadership in a complex public-private sector partnership context.</div> <div><div><div><div>Other Key External Relationships</div><div>Industry Bodies and Networks</div><div>Local Authority Partners</div><div>Strategic Transport Bodies</div><div>Transport Operators</div></div><div><div>Interactions</div><div><div>Exec Director Transport</div><div>Director Transport Ops & Passenger Exp</div></div></div><div><div>Other Key Internal Relationships</div><div>Director Transport Policy & Delivery</div><div>Outcome Delivery Directors</div><div>Corporate Directors & HoS</div><div>The Mayor & Mayoral Office</div></div></div></div>

Director Mass Transit: Role Purpose

Role purpose: To lead the scoping, development and delivery of a Mass Transit system serving the people of West Yorkshire

Key Accountabilities

Key Functional Accountabilities:

- Mobilises and delivers the Mass transit initiative to benefit West Yorkshire to agreed timetable.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Drives an innovative approach, encouraging teams to 'fail fast', learn and iterate with customer experience at the heart.
- Identifies and manages the coordinated impacts to the Combined Authority organisation (structure, capacity, governance etc.) with Combined Authority Director peers.
- Oversees the commissioning and delivery of associated projects of work, working in close partnership with providers and operators, partners and businesses as appropriate.
- Ensures seamless integration, managing dependencies between parallel streams of activity.
- Embeds effective programme controls, ensuring senior internal and external stakeholders have access to up to date management information and performance data.
- Ensures compliance with regulatory and statutory obligations.
- Builds strong relationships across the stakeholder ecosystem.
- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.

Financial Accountabilities:

- Works to leverage funding into the region to deliver the Mass Transit Programme.
- Holds the Mass Transit budget and is responsible for securing funds, budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Mass Transit team, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Mass Transit teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Sits on internal governance meetings, representing Mass Transit (as defined in terms of reference).

Role Specific Experience / Qualifications

- Demonstrable of experience of successfully delivering major transit programmes.
- Extensive technical knowledge of mass transit modes.
- Experience of major business case development and navigating the necessary statutory processes to delivery.

Decision Rights

Own:

- Translation of Combined Authority strategy as applicable to Mass Transit
- Key priorities / business plan for Mass Transit, in line with Combined Authority strategy.
- Risk appetite for Mass Transit teams.
- Resource prioritisation and deployment for Mass Transit (within budget).
- Decision making boundaries, governance & procedures for Mass Transit delivery (including issue resolution).
- Mass Transit budget allocation & execution (within bounds of tolerances / Combined Authority procedures).

Influence:

- Resource prioritisation and deployment across Transport Directorates.
- Risk tolerance for Transport Directorates.
- Decision making boundaries for Transport Directorates (including issue resolution).
- Transport budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Transport governance (internal & corporate).

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.).
- Operational measures (KPIs / SLAs) achieved across Mass Transit.
- Performance against plan for Mass Transit mobilisation & delivery.
- Public confidence & satisfaction (e.g. satisfaction surveys etc.).
- Member / partner confidence & satisfaction.

Director Mass Transit: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisations vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

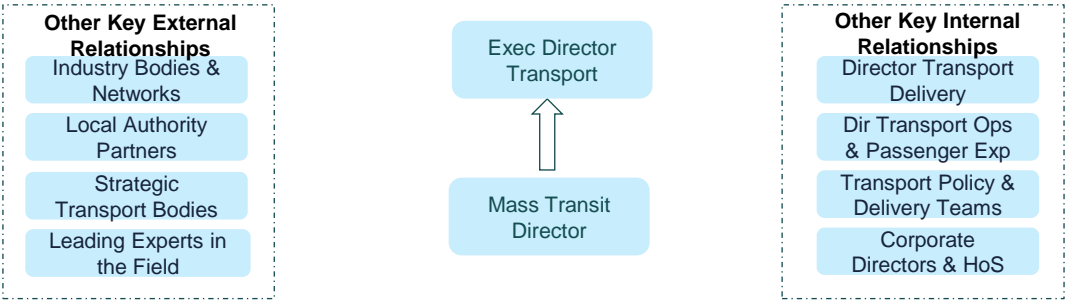
Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.

Interactions



Director Inclusive Economy, Skills & Culture: Role Purpose

Role purpose: To work with partners to shape the vision and pipeline for Business, Skills, Innovation, Culture and Sport in West Yorkshire, translating this into actionable policies, strategies and plans – driving delivery at pace across Economic Services with a focus on value for money.

Key Functional Accountabilities:

- Works with partners to shape the vision for the future of Economic Services and Business, Skills, Innovation, Culture and Sport in West Yorkshire, translating this into actionable policies, strategies and plans.
- Works with partners to shape delivery of commercial and inward investment strategies for West Yorkshire.
- Ensures integration and effective read across between policy and delivery, with a focus on delivering outcomes at pace and value for money.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Oversees the development of policies and pipeline across all initiatives. This includes the development of transformative evidence-based policies, strategies and interventions and the securing of funding where needed, to drive a clean and inclusive regional economy.
- Oversees the commissioning and delivery of projects & programmes to time, quality and budget.
- Oversees evaluation of progress towards economy, innovation, work, skills, and culture targets for West Yorkshire, ensuring a rigorous feedback and development cycle.
- Develops key stakeholder relationships in the public and private sector, ensuring that these support our inclusive economic growth aims for all through the integration of economic and social policy.
- Lead in the maximisation of opportunities that will improve productivity and demonstrate a positive impact on inclusive growth / the local economy.
- Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.

Financial Accountabilities:

- Ensures effective allocation of grants and funding to support outcomes.
- Works to leverage funding into the region to deliver pipeline priorities and programmes.
- Holds Inclusive Economy, Skills and Culture budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).
- Oversees delivery of projects and programmes against funding streams ensuring clear monitoring and tracking.

People Management Accountabilities:

- Provides visible leadership to the Inclusive Economy, Skills and Culture teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Inclusive Economy, Skills and Culture teams.
- Identifies and develops top talent and capability in those with ‘Director’ potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Inclusive Economy, Skills & Culture teams at appropriate internal governance forums (as defined in ToR)

Key Accountabilities

Role Specific Experience / Qualifications

- Knowledge and experience of regional economic regeneration.
- Knowledge and experience of developing emerging policy ideas into robust and deliverable pipelines.
- Experience of managing public/private sector partnerships.

Decision Rights

Own:

- Translation of Combined Authority strategy to Inclusive Economy, Skills and Culture.
- Key priorities / business plan for Inclusive Economy, Skills and Culture, in line with Combined Authority strategy
- Risk appetite for reporting teams.
- Resource prioritisation and deployment for Inclusive Economy, Skills and Culture (within budget).
- Decision making boundaries for Inclusive Economy, Skills and Culture (including issue resolution).
- Inclusive Economy, Skills and Culture budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).

Influence:

- Combined Authority-wide strategic prioritisation.
- Combined Authority-wide funding & financial allocation.
- Setting of Combined Authority-wide risk tolerance.
- Combined Authority -wide governance.

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Inclusive Economy, Skills and Culture teams.
- Performance against plan by Inclusive Economy, Skills and Culture business area.
- Inclusive Economy, Skills and Culture project & programme performance (status reports etc.).
- Public confidence & satisfaction (e.g. satisfaction surveys etc.).
- Member / partner confidence & satisfaction.
- Innovation pipeline / innovation measures.

Director Inclusive Economy, Skills & Culture: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health and safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

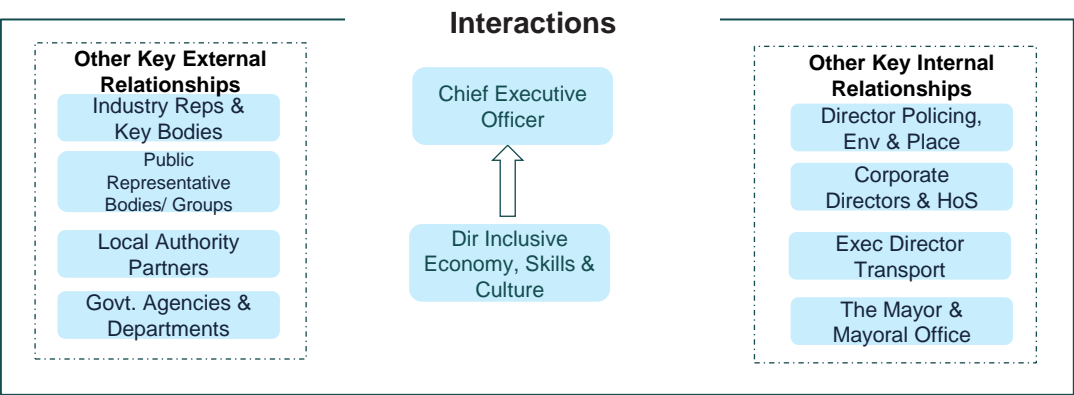
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.



Director Policing, Environment and Place: Role Purpose

Role purpose: To work with partners to shape the vision for the future of Policing, Environment and Place in West Yorkshire, translating this into actionable policies, strategies and plans – driving delivery at pace with a focus on value for money

Key Functional Accountabilities:	Key Accountabilities
<ul style="list-style-type: none">• Works with partners to shape the vision for the future of Policing, Environment and Place in West Yorkshire.• Oversees the development of integrated policies and strategies for: Flooding & Environment, Digital Infrastructure, Place, Housing, Carbon Reduction, Urban Design, Spatial Planning (e.g. Spatial Priority Areas), Employment Sites and Policing & Crime.• Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.• Takes a systems view, ensuring identification and coordination across all systems actors within Policing, Environment & Place environment.• Oversees the development of policies and pipeline across all initiatives. This includes the development of transformative evidence-based policies, strategies and interventions and the securing of funding where needed, to drive a clean and inclusive regional economy.• Oversees the commissioning and delivery of projects and programmes to time, quality and budget. This includes initiatives which support economic development and regeneration and related capital infrastructure projects to maximise successful outcomes for communities.• Ensures integration of policing and crime and violence reduction activities across the Combined Authority's portfolio.• Oversees evaluation of progress towards Policing, Environment and Place targets for West Yorkshire, ensuring a rigorous feedback and development cycle.• Ensures projects and programmes deliver the required outcomes, and can evidence through monitoring and evaluation.• Ensures compliance with statutory obligations for Policing, Environment and Place.• Provides advice and assistance to the Mayor with holding the Chief Constable to account for the exercise and performance of their functions and the delivery of the Police and Crime Plan.• Oversees work with community safety and criminal justice partners, addressing serious violence through the Violence Reduction Unit (VRU).	<ul style="list-style-type: none">• Ensures effective allocation of grants and funding to support outcomes.• Works to leverage funding into the region to deliver pipeline priorities and programmes.• Holds Policing, Environment & Place budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).• Oversees delivery of projects and programmes against funding streams ensuring clear monitoring and tracking.
Financial Accountabilities:	
<ul style="list-style-type: none">• Ensures effective allocation of grants and funding to support outcomes.• Works to leverage funding into the region to deliver pipeline priorities and programmes.• Holds Policing, Environment & Place budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).• Oversees delivery of projects and programmes against funding streams ensuring clear monitoring and tracking.	
People Management Accountabilities:	
<ul style="list-style-type: none">• Provides visible leadership to the Policing, Environment and Place teams, role modelling and championing Combined Authority values and behaviours.• Creates an operating environment for success across the Policing, Environment and Place teams.• Identifies and develops top talent and capability in those with 'Director' potential.• Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.	
Board Accountabilities:	
<ul style="list-style-type: none">• Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).• Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.• Represents the collective perspective of the Policing, Environment and Place teams at appropriate internal governance forums (as defined in ToR)	

Role Specific Experience / Qualifications
<ul style="list-style-type: none">• Experience and knowledge of policing governance and accountability structures.• Experience of developing environmental policy including in relation to carbon reduction.• Experience of placemaking policy and delivery.
Decision Rights
<p>Own:</p> <ul style="list-style-type: none">• Translation of Combined Authority strategy to Policing, Environment and Place.• Key priorities / business plan for Policing, Environment and Place, in line with Combined Authority strategy.• Risk appetite for reporting teams.• Resource prioritisation and deployment for Policing, Environment and Place (within budget).• Decision making boundaries for Policing, Environment and Place (including issue resolution)• Policing, Environment and Place budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).• Policing and Crime governance. <p>Influence:</p> <ul style="list-style-type: none">• Combined Authority-wide strategic prioritisation.• Combined Authority-wide funding & financial allocation.• Setting of Combined Authority-wide risk tolerance.• Combined Authority-wide governance.
Performance Measurements
<ul style="list-style-type: none">• Financial performance against budget / ROI.• People management (engagement survey, retention stats, vacancies etc.)• Operational measures (KPIs / SLAs) achieved across Policing, Environment and Police teams.• Performance against plan by Policing, Environment and Place business area.• Policing, Environment and Place project and programme performance (status reports etc.)• Public confidence and satisfaction (e.g. satisfaction surveys etc.)• Member / partner confidence and satisfaction.• Violence reduction / community safety stats.

Director Policing, Environment and Place: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.

Interactions



Chief Operating Officer: Role Purpose

Role purpose: Leads the day-to-day operation of the Combined Authority, responsible for standards, driving delivery of key outcomes across the organisation, overseeing business processes and leading efficient & effective corporate services. Deputy to the Chief Executive.

Key Accountabilities

Key Functional Accountabilities:

- Leads the day-to-day operation of the organisation, resolving risks and issues which span the Combined Authority.
- Leads the strategic business planning and corporate performance functions for the Combined Authority, ensuring strategic outcomes are tracked and achieved across the organisation.
- Acts as the single point of accountability for corporate related matters, delegating as appropriate.
- Ensures delivery of corporate services which are efficient and effective in their support all Directorates.
- Ensures policies and processes are in place which enable the Combined Authority to attract, develop and retain the best talent in the region, fostering diversity and innovation.
- Ensures strong corporate governance arrangements with an appropriate degree of risk management and ensuring overall controls are in place.
- Oversees and ensures efficient processes are in place for use across the Combined Authority, with clear process mapping.
- Oversee the delivery of a high quality HR, ICT and Legal and Governance services to the organisation:
 - Enabling the organisation to get the best out of people, having the right people in the right place at the right time with an appropriate skills.
 - Delivering a modern, secure and highly reliable technology service.
 - Delivering a robust and efficient Legal and Governance service, ensuring compliance with appropriate frameworks and legislation.
- Ensures provision of standardised, lean and efficient support services which meet the needs of the wider organisation and drive organisational productivity and value (meeting priorities as set out in annual business plans).
- Provides rigorous strategic thought leadership and challenge, driving through continuous improvement across the whole organisation.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Develops and builds insight driven coherent corporate functions and Centres of Excellence e.g. for Delivery and PolicyOversees achievement of outcomes and that overall monitoring and evaluation processes are in place.

Financial Accountabilities:

- Holds ultimate accountability for the COO Directorate budgets, overseeing budget allocation and prioritisation.

People Management Accountabilities:

- Provides executive leadership to the Combined Authority's corporate centre, integrating core functions.
- Provides leadership to the Combined Authority, deputising for the Chief Executive for internal and external engagements.
- Role models and champions Combined Authority values and behaviours, facilitating a culture of inclusiveness and empowerment across the organisation.
- Coaches and mentors L2 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.
- Identifies and develops top talent and capability in those with 'Executive / Director' potential.

Board Accountabilities:

- Sits on appropriate Committees & Boards as part of the Combined Authority annual Corporate Governance cycle.
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority.
- Shares collective responsibility with the internal leadership team for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the corporate centre Directorates at appropriate internal governance forums (as defined in terms of reference).

Role Specific Experience / Qualifications

- Substantial senior experience of driving corporate performance and improvement.

Decision Rights

Own:

- Business planning and corporate performance processes.
- Translation of corporate priorities for the Corporate Centre (allocating to direct reports).
- Risk tolerance for the Corporate Centre.
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority -wide governance (internal & corporate).
- Combined Authority cross cutting policies.
- Combined Authority workforce planning.

Influence:

- Combined Authority-wide strategic prioritisation.
- Setting of Combined Authority-wide risk tolerance.
- Combined Authority capacity planning and resourcing.
- Combined Authority-wide governance (internal and external)
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation and execution (within bounds of tolerances / Combined Authority procedures).

Performance Measurements

- Financial performance against budget / ROI.
- People management KPIs and improvement targets.
- Operational measures (KPIs / SLAs) achieved across the Corporate Centre.
- Performance against plan by corporate centre business areas.
- Overall performance against Combined Authority plan.
- Availability of data/dashboards/reporting/MI.
- Public confidence and satisfaction (e.g. satisfaction surveys etc.)

Chief Operating Officer: Role Profile Summary

Requirements of the Role

People Management

- Champion partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide strategic leadership and empowerment to direct reports and their teams.
- Champion and deliver a strong performance management culture, ensuring that people are accountable for the delivery of results.
- Champion the behaviours, values and processes of the organisation to achieve outstanding results and have public accountability and transparency.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure excellent communication channels are in place and effective.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisations finances and ensuring that these are well controlled.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, Leeds City Region and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

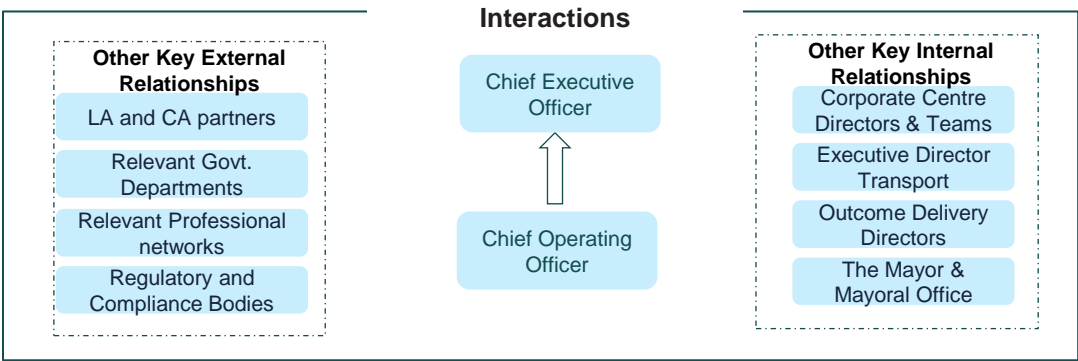
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.



Director Strategy, Communications and Intelligence: Role Purpose

Role purpose: To ensure alignment of corporate strategy and voice across the Combined Authority and externally, overseeing and embedding processes and ways of working to enable continued monitoring, evaluation and driving performance towards key outcomes.

Key Accountabilities

Key Functional Accountabilities:

- Works with Members and partners to develop a compelling vision for West Yorkshire, translating this into corporate strategy .
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Ensures alignment of corporate strategy across Combined Authority Directorates overseeing processes and ways of working to enable continued monitoring and evaluation of progress towards outcomes.
- Oversees the Combined Authority's business planning and performance management processes, ensuring that they are lean, coherent and effective.
- Leads the development of transformative, evidence based, cross-cutting strategies and policies.
- Oversee the development of a best in class Research and Intelligence unit which drives economic analysis and thought leadership in the region. This includes providing a best in class data and intelligence service to enable informed and strategic decision making, report on performance of the region and efficiently monitor and evaluate progress.
- Oversees the development of the Combined Authority's transport analytics capacity and evidence base to deliver high quality intelligence on transport demand and mode choice.
- Oversee internal and external comms, media, press and public relations, strategic stakeholder engagement and Digital & Marketing – ensuring a strong public brand and image for the Combined Authority and the Mayor.
- Provides corporate planning, business continuity & internal governance services to the Combined Authority.
- Leads internal transformation, change management and embeds a continuous improvement culture and processes.
- Oversees the delivery of evidence reports to committees to improve member oversight.

Financial Accountabilities:

- Works to leverage funding into the region to deliver pipeline priorities and programmes.
- Drives strategic financial allocation and prioritisation.
- Holds Strategy, Communications and Intelligence team budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Strategy, Communications and Intelligence teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Strategy, Communications and Intelligence teams.
- Identifies and develops top talent and capability in those with 'Director' potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Strategy, Communications and Intelligence teams at appropriate internal governance forums (as defined in terms of ref.)

Role Specific Experience / Qualifications

- Experience of managing strategic communications in a high profile political environment.
- Experience of setting organisational strategy, development and implementation.

Decision Rights

Own:

- Development of Combined Authority and Corporate Strategy.
- Key priorities / business plan for Strategy, Communications and Intelligence, in line with Combined Authority strategy.
- Risk appetite for Strategy, Communications and Intelligence teams.
- Resource prioritisation and deployment for Strategy, Communications and Intelligence (within budget).
- Decision making boundaries for Strategy, Communications and Intelligence (including issue resolution).
- Strategy, Communications and Intelligence budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority Business Planning and monitoring procedures.

Influence:

- Translation of corporate priorities for the Corporate Centre (allocating to direct reports).
- Risk tolerance for the Corporate Centre.
- Resource prioritisation and deployment across the Corporate Centre.
- Decision making boundaries for the Corporate Centre (including issue resolution).
- Corporate Centre budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority investment priorities and funding.
- Combined Authority-wide governance (internal and corporate).

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Strategy, Communications and Intelligence.
- Performance against plan for Strategy, Communications and intelligence.
- Internal Combined Authority change project and programmes performance (status reports etc.)
- Public confidence and satisfaction (e.g. satisfaction surveys etc.)
- Member / partner confidence and satisfaction.

Director Strategy, Communications and Intelligence: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPIs for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health and safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- Direct the organisations resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
- Understanding of business organisation and management gained through comprehensive experience in the field.
- Experience of leading and managing key support services and effecting business change.

Technical:

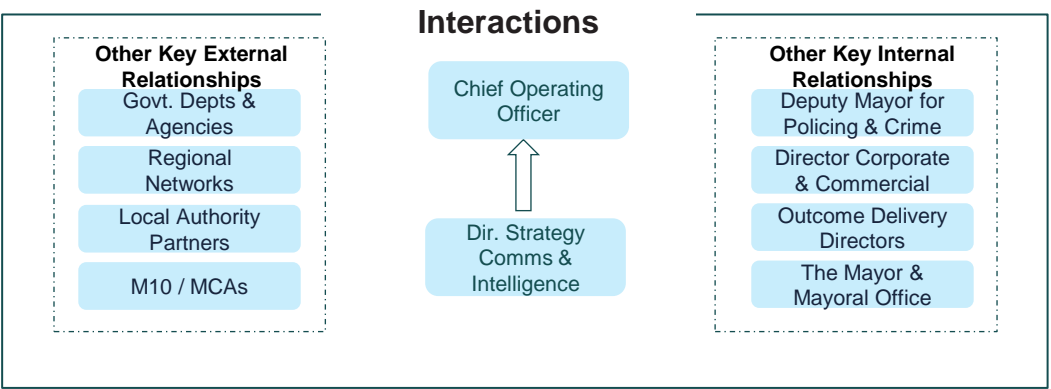
- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.



Director Finance and Commercial: Role Purpose

Role purpose: To provide leadership to Finance & Commercial Services, ensuring delivery of high quality professional services to the organisation and taking on statutory duties as the Combined Authority’s Section 73 Financial Officer.

Key Accountabilities

Key Functional Accountabilities:

- Ensure strong relationships with strategy, policy and operational teams across the organisation ensuring the financial and commercial strategy and plans are fully aligned to the organisation’s strategy.
- Provides leadership to the Finance, Commercial, Internal Audit, and Portfolio Management and Appraisal Teams.
- Champions and integrates Equality, Diversity and Inclusion in every aspect of the role.
- Ensures strong corporate governance arrangements are in place with an appropriate degree of risk management and control.
- Oversee the delivery of strategic and operational Finance, Commercial, Assurance and Audit services for and on behalf of the organisation. This includes:
 - Delivering a high-quality financial service, providing professional knowledge, advice and expertise to teams across the Combined Authority.
 - Driving a focus on maintaining and increasing income and maximising value for money, ensuring quality outcomes that deliver financial and social benefits through commercial activities.
 - Providing assurance and advice on the effectiveness of internal controls, governance and risk management.
- Overall responsibility for the Combined Authority’s Assurance Framework and its application within the organisation.

Financial Accountabilities:

- Produces the medium term financial strategy and annual budget for the Combined Authority, negotiating details with internal and external stakeholders.
- Has the statutory responsibilities of the S73 Financial Officer for the Combined Authority, including approval of accounts, treasury and borrowing and overall budgetary responsibility.
- Sets Combined Authority financial planning, accounting, budgeting, and reporting procedures for all finances, including policing.
- Holds Finance and Commercial team budgets and is responsible for budget allocation and prioritisation (within tolerances set by Combined Authority-wide processes).

People Management Accountabilities:

- Provides visible leadership to the Finance and Commercial teams, role modelling and championing Combined Authority values and behaviours.
- Creates an operating environment for success across the Finance and Commercial teams.
- Identifies and develops top talent and capability in those with ‘Director’ potential.
- Coaches and mentors L2/L3 leaders to ensure they feel empowered and have the capabilities to deliver on strategic objectives.

Board Accountabilities:

- Sits on appropriate Committees and Boards as part of the Combined Authority annual Corporate Governance cycle (as defined in terms of reference).
- Shares collective responsibility with the internal leadership team for the long term strategy and vision for the Combined Authority and for setting the risk appetite for the Combined Authority.
- Represents the collective perspective of the Corporate and Commercial teams at appropriate internal governance forums (as defined in terms of ref.)

Role Specific Experience / Qualifications

- CCAB or equivalent qualified accountant.
- Experience of strategic finance services provision at an organisational level.
- Experience of ensuring appropriate corporate compliance and controls.

Decision Rights

Own:

- Translation of Combined Authority strategy to Finance and Commercial.
- Key priorities / business plan for Finance and Commercial, in line with Combined Authority strategy.
- Risk appetite for Finance and Commercial teams.
- Commercial assessment and investment approval.
- Resource prioritisation and deployment for Finance and Commercial (within budget).
- Decision making boundaries for Finance & Commercial (including issue resolution).
- Corporate and Commercial budget(s) allocation and execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority Financial mgmt. procedures.

Influence:

- Translation of corporate priorities to the Finance and Commercial functions.
- Risk tolerance for Finance and Commercial.
- Resource prioritisation and deployment across Finance and Commercial
- Decision making boundaries for Finance and Commercial (including issue resolution).
- Finance and Commercial budget allocation & execution (within bounds of tolerances / Combined Authority procedures).
- Combined Authority investment priorities and funding.
- Combined Authority wide funding allocation and finance.

Performance Measurements

- Financial performance against budget / ROI.
- People management (engagement survey, retention stats, vacancies etc.)
- Operational measures (KPIs / SLAs) achieved across Corporate and Commercial.
- Combined Authority committed / actual spend stats.
- Performance against plan for Finance and Commercial.
- Member / partner confidence & satisfaction.
- Diversity and inclusion stats.

Director Finance and Commercial: Role Profile Summary

Requirements of the Role

People Management

- Lead partnership working across the organisation and externally. Integrate the work of the function to the wider organisation and develop strategies to enable the function to support the achievement of the Combined Authority's vision.
- Provide clear direction to your team/s, via your direct reports, developing, motivating and rewarding them appropriately in line with our values and behaviours.
- Create and demonstrate a strong performance management culture, ensuring that people are accountable for the delivery of outcomes and outputs.
- Create the right working environment for your team, with a solid ethic of achievement of our vision, utilising the Combined Authority's policies and procedures.
- Ensure appropriate communication channels are in place and effective between you and your direct reports.
- Champion the values and behaviours of the organisation to achieve outstanding results and have public accountability and transparency.

Technical Duties:

- Accountable for developing and delivering on KPI's for the directorate, linked to the organisation's objectives, vision and business plan, including ensuring that outputs are on time, to budget and of high quality. Advise or take remedial action where necessary.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- Accountable, with other members of the leadership team, for taking a strategic overview of the organisation's finances and ensuring that these are well controlled.
- Direct the organisation's resources to secure and manage funding streams that fit with the organisation's vision and business plan.

Impact and Influence

- Form and maintain effective senior level working relationships with Members, Government, and partner organisations.
- Use highly developed communication skills to lead, influence and challenge to ensure that the best interests of the Combined Authority are represented.
- Manage communication challenges effectively in a dynamic and politically pressured environment.

Requirements of the Person

Knowledge:

- Educated or experienced to masters degree/ postgraduate professional qualification level.
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- Experience of leading and managing key support services and effecting business change

Technical:

- Strong negotiation skills.
- Highly developed communication skills with the proven ability to strongly lead, influence and challenge.

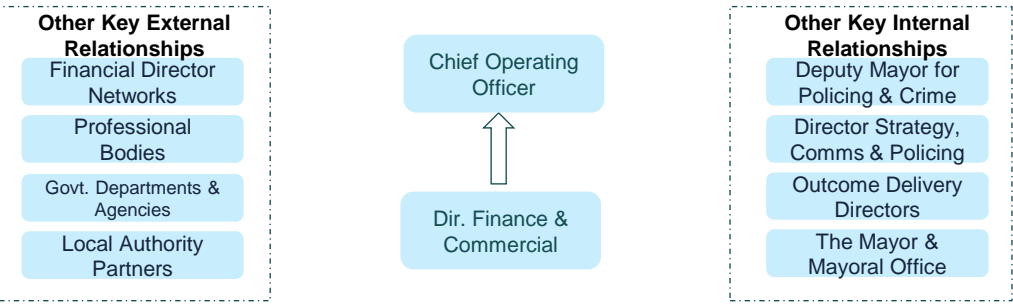
Financial:

- Demonstrable experience of successfully managing large scale budgets.
- Experience identifying and acquiring appropriate funding streams.

Impact and Influence:

- Comprehensive experience of leading, negotiating and influencing stakeholders.
- Experienced in forming effective senior level working relationships with Members, Government and partner organisations.
- Comprehensive experience of providing leadership in a complex public-private sector partnership context.

Interactions



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Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: Carbon Impact Assessment

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

Author: Matthew Page, Modelling Analyst

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 update members of the Combined Authority about progress on the carbon impact assessment project.

2. Information

- 2.1 The aims of the carbon impact assessment project were to:

- Develop methodologies for assessing the carbon impact of proposals at the different stages of the assurance process
- Incorporate these methodologies onto the assurance process so that decision makers are informed about the carbon impact of proposals.
- Use these methodologies to carry out an assessment of the carbon impact of a selection of existing projects which are currently going through the assurance process

Development of carbon impact assessment methodologies

- 2.2 The methodologies for assessing the carbon impact of proposals at different stages of the assurance process have been developed by the consultants engaged to work on the project. These are in the form of technical notes about the assessment of carbon impact at Stage 1 (Strategic Assessment and

Strategic Outline Case) and Stage 2 (Outline Business Case and Full Business Case).

- 2.3 The Stage 1 methodology focuses on the qualitative assessment of carbon impact at this relatively early stage in the development of a scheme. At Activity 1 (Strategic Assessment) this involves conducting an initial screening of the potential greenhouse gas (GHG) impact of a proposal so that its compatibility with the achievement of climate goals can be assessed. Activity 2 (Strategic Outline Case) involves carrying out a high-level qualitative assessment of the impacts of a scheme with a spreadsheet tool which assesses the proposal against wider plans and policies including the West Yorkshire Climate and Environment Plan.
- 2.4 The Stage 2 methodology describes various procedures for quantifying the carbon impact of the proposal in terms of its capital (construction) and operational (use) emissions of carbon. The assessment of operational carbon from transport schemes involves building on the modelling and analysis work already carried out by promoters in preparing the economic assessment of a scheme.
- 2.5 The guidance documents will act as detailed technical guidance for promoters to assist them in carrying out carbon impact assessments of their schemes. These documents were discussed in a paper to the Climate, Energy and Environment Committee meeting on 22 March 2022 and published as appendices to the paper – this paper can be found via the link in background documents section on page 7 of this cover paper.
- 2.6 Additional documentation has been prepared to make the Stage 2 guidance more accessible for promoters and to ensure they provide comprehensive and clear information about the quantitative carbon impact process in a consistent manner. This is more focused and prescriptive and is in the form of a 'Stage 2 Reporting Requirements' note. This includes a one-page proforma for promoters to complete which will provide information on the scheme along with details of the carbon impact assessment carried out. This will cover the assumptions used and any features of the modelling which might have important implications for the quantitative carbon impact assessment. This context is important in interpreting any reported quantitative carbon results given. This 'Stage 2 Reporting Requirements' note is attached as Appendix 1.
- 2.7 In addition a 'low carbon' scenario has been developed to test how transport schemes might perform under a set of assumptions which are consistent with the Combined Authority's 'net zero by 2038' target. This scenario has been derived from the Carbon Emissions Reduction Pathways (CERP) work which included detailed breakdowns of the traffic growth and fleet mix changes necessary. It will be used in addition to the 'core' assumptions required by the DfT and provides a very different forecast of what the (transport) future might look like. This scenario will also be used as a sensitivity test in the economic assessment to provide valuable information about how the VfM of a proposal might change with different assumptions about traffic growth/reduction.

- 2.8 A workshop with members of the Climate, Energy and Environment and Transport Committees was held on 23 June. During this online event, the project manager for the carbon impact assessment project went through the technical guidance and explained the importance of the reporting requirements to understanding the context of the results reported.
- 2.9 The development of the carbon impact assessment methodologies and the reporting requirements was carried out at the same time as the assessments of existing schemes were undertaken. The understanding gained from carrying out the assessments was invaluable in developing the assessment methodologies.

Incorporation of carbon impact assessment methodologies into the assurance process

- 2.10 Incorporation of carbon impact assessment into the Combined Authority assurance processes is being carried out at the same time as the wider revision of the guidance and templates being carried out by the Portfolio Management and Appraisal (PMA) team who are responsible for the assurance process. The new Carbon impact assessment requirements will be formally adopted into the assurance process once the updating Assurance Framework guidance and templates are fully implemented.
- 2.11 In addition, a programme of training in carbon impact assessment for promoters, representatives (consultants) and other interested officers has been carried out. Sessions on Stage 1 (16 May) and Stage 2 (14 June) carbon impact assessment have been held. These sessions have been recorded with both the recordings and the slides made available. Ongoing support for carbon impact assessment will be provided through the PMA. There will also be a requirement to scrutinise and, where necessary, challenge the carbon impact assessments that have been carried out. This will be incorporated into the audit functions of PMA.
- 2.12 The incorporation of carbon impact assessment into the Combined Authority assurance process represents a significant step forward in making sure that carbon impact can be considered by decision makers when deciding on the progress of a proposal. The changes that will be introduced will also mean that carbon impact will be presented more clearly to decision makers and should significantly improve the transparency of carbon impacts when investment decisions are made. The work on developing carbon impact assessment methodologies and incorporating carbon impact into the Combined Authority assurance process is at the forefront of developing best practice in this area.

Assessments of existing schemes

- 2.13 The third aim of the carbon impact assessment project was to assess the carbon impact of a selection of schemes currently being developed. These assessments were carried out both to understand the carbon impact of these schemes, but also to help in the development of the methodologies described above. This exercise has taken longer than expected but a substantial amount

has been learnt about the practical challenges of assessing the carbon impact of schemes and this learning has been fed into the guidance described above.

- 2.14 The report on the assessments of existing schemes is attached as a background document via the link in the background documents section on page 7 of this paper. This includes a general discussion of the assessments in the main text of the report, together with summary results and detailed results in the form of proformas covering every scheme assessed. Note that the report and the work to prepare the assessments included in the report were independently prepared by the consultants engaged for the carbon impact assessment project (Mott MacDonald and Ricardos).
- 2.15 Additionally the publication of the project assessments is accompanied by a series of local context narratives which have been prepared by our local authority delivery partners and give important context to the carbon impact results presented in the main report. These summaries are contained in the Appendix 2 attachment.

General comments

- 2.16 The assessments were based upon existing information in submissions made by scheme promoters, usually in the form of business cases. These were submitted to the Combined Authority in connection with the various decision points in the assurance process. It is important to note that these business cases were not developed with a focus on the carbon impact of the scheme and carbon impact assessment was not a requirement at the time they were submitted or scrutinised by PMA. There were therefore inevitable gaps and omissions in the data and supporting information provided which was relevant to carbon impact assessment. Information had to be simply extracted and interpreted because it was not possible to commission extra analyses or model runs. In most cases it was possible to carry out assessments of the likely capital carbon emissions, but these often had to be crude estimates based on scheme cost because of a lack of more detailed data. It was not possible to assess how transport schemes might perform under the 'low carbon' scenario.
- 2.17 Given the uncertainty in the assessments and the fact they only cover carbon impact, it would not be appropriate to see these as giving any indication of the benefits of the scheme in general. It was never the intention for these assessments to be used in decision making on any scheme. Even when carbon impact assessment is fully incorporated into the assurance process, carbon impact will only be one factor that will be taken into account in such decisions.
- 2.18 In many cases the consultants felt they had 'low' confidence in the carbon impact assessment results. The reasons for this are varied and are spelt out in the detailed proformas in the report. They included concerns about the availability of underlying data, the appropriateness of modelling for carbon impact assessment and the inevitable omissions and approximations of carbon impact that had to be made in the assessments. **It is important to**

note that the confidence ratings given for each assessed project are based on the availability of relevant information needed to complete the new Assurance Framework Carbon Toolkit guidance, they should not be interpreted or used to give a ranking on the veracity of the carbon credentials of each project.

General comments about transport schemes

- 2.19 Thirty of the forty-one assessments are of transport schemes. For these types of schemes, those which have a direct impact on general traffic have the greatest carbon impact (positive or negative). This is because most of the carbon emissions come from general traffic. If the efficiency of the network is improved for general traffic (for instance by increases in link or junction capacity) and an assumption is made that the scheme will not cause an increase in traffic, then this results in carbon benefits. If general traffic is forced to reroute or becomes more congested, then this results in carbon disbenefits. In the transport schemes assessed, 'induced' or extra traffic caused by reductions in journey times (and traffic reductions caused by increases in travel times) was largely ignored. It follows that many traditional road schemes appear to provide a carbon benefit whereas the picture for schemes which involve roadspace reallocation is more mixed. While a crude method of calculating the 'induced' effects was available, the consultants only felt able to use this for a small minority of schemes, so this is omitted from most assessments.
- 2.20 In order to have a beneficial carbon impact, a public transport or active mode scheme needs both uplift in use and also substitution of car trips. This means that such a scheme, on its own, is less likely to have a significant impact in carbon terms and it is more difficult to assess what this impact might be.
- 2.21 Background assumptions about future traffic growth and the pace of the electrification of the vehicle fleet can make a significant difference to the assessed carbon impact. If traffic is forecast to grow, impacts on general traffic will be magnified into the future. Conversely, if it is assumed that the vehicle fleet will electrify more quickly, future carbon impacts will be less. The 'low carbon' scenario should help in understanding the effect of such assumptions on future schemes.

How these assessments have informed the development of the methodology

- 2.21 The assessments of existing schemes have resulted in an extra focus on the importance of explaining how the assessment has been carried and what assumptions have been made. This should allow carbon impact to be reported in a more coherent, comprehensive and structured way and it has shaped the development of the reporting requirements and the proforma. These specify what aspects of the assessment need to be spelled out by the promoter of the scheme alongside the detailed carbon figures. These include:
- Clarity over the 'with scheme' and 'without scheme' cases, given that the net carbon impact of an intervention is the difference between the two. This is

especially true for a proposal such as a flood prevention scheme where the 'without scheme' case may involve an increased risk of flooding (with carbon consequences)

- Clarity over the background assumptions used and a requirement to test how the scheme performs under the 'low carbon' scenario (a very different set of background assumptions) in addition to the 'core' assessment.
- Clarity over any modelling assumptions used, in particular, whether any 'induced' effects have been taken account of.
- Clarity over the detailed carbon calculation methodology, which will inevitably involve a degree of averaging or estimation.

2.22 This information is important in helping decision makers understand and interpret the carbon impact assessment so that it can be given an appropriate weight in decision making.

3. Tackling the Climate Emergency Implications

3.1 The carbon impact assessment project should help decision makers to understand the implications of their decisions for carbon emissions and the climate emergency. The assessments of the carbon impacts of existing projects were carried out to inform the Combined Authority about the carbon impact of a selection of current projects.

4. Inclusive Growth Implications

4.1 The carbon impact assessment project should help decision makers consider carbon impact when making decisions about proposals which will have inclusive growth implications. Carbon impact is one aspect of inclusive growth which needs to be taken into account alongside other factors.

4.2 As for equality and diversity implications, the methodology for assessing the potential carbon impact of schemes at the early stages of project development (Stage 1 in the assurance process) should ensure these are considered in project design alongside inclusive growth implications.

5. Equality and Diversity Implications

5.1 The carbon impact assessment project does not have any direct impacts on equality and diversity. However, the methodology developed for assessing the carbon impact of schemes should help decision makers take this into account in decisions which might affect equality and diversity. Any measures necessary for addressing the climate emergency will need to be considered in terms of their impacts on equality and diversity and the work on carbon impact assessment described in this report should help decision makers to do this.

5.2 The methodology for assessing the potential carbon impact of schemes at the early stages of project development (Stage 1 in the assurance process) should help to guide the development of schemes and ensure project design incorporates carbon mitigation alongside equality and diversity implications.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the members of the Combined Authority note the contents of this report.

11. Background Documents

West Yorkshire Combined Authority Carbon Impact Assessment – Summary Findings - <https://www.westyorks-ca.gov.uk/media/8668/4b-carbon-impact-assessment-summary-findings-260122.pdf> **See Page 40 for summary table.**

Committee paper to the March 22nd meeting of the Climate, Energy and Environment Committee at which the Carbon Impact Assessment Toolkit was published:
<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=222&MId=1137&Ver=4>

12. Appendices

Appendix 1 – Carbon Impact Assessment Reporting Requirements for Stage 2
Appendix 2 – Supplementary partner context narratives

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Reporting requirements for Stage 2

June 2022

1. Introduction

The purpose of this note is to improve the accessibility and ease of use of the carbon impact assessment methodology outlined in the technical guidance provided by the consultants on the carbon impact assessment project. This technical guidance covers carbon impact assessment as Outline Business Case (OBC) and Full Business Case (FBC) and is referred to in this document as 'Stage 2 Guidance'. This reporting requirements note supports the Stage 2 Guidance by:

- Providing promoters with more prescriptive advice on what they should include in their carbon impact assessment and how this should be done
- Making it clear what the minimum requirement for reporting is and providing a pro forma for promoters to use to communicate the results of their carbon impact assessment

This should make it easier for promoters to fulfil their obligations under carbon impact assessment. It should also improve the auditability of such assessments.

This note has been developed after further consultations on the methodology and its practical application with promoters and other stakeholders. It also takes other relevant technical guidance into account. Some links are provided in the text and a list of references is provided at the end of this note.

2. Minimum Requirement

The minimum requirement for a carbon impact assessment is to carry out the analyses necessary to complete the pro forma given in this note in accordance with the advice provided. A carbon impact assessment will be required for each option in the short list for which detailed economic assessment is being carried out.

Pro formas will need to be provided for all the options subject to detailed analysis and for transport schemes for both the 'core' scenario and the 'low carbon' scenario for each option. For transport schemes a [greenhouse gases workbook](#) should be provided (as described in Department for Transport, Transport Analysis Guidance (TAG) [Unit A3](#)) to match each pro forma.

Promoters should provide their working (in the form of spreadsheets etc.) in sufficient detail that the carbon impact assessment process can be audited by PMA along with the rest of the Business Case submission.

Optionally, promoters can complete the more detailed pro forma given in the Stage 2 Guidance for the same options/scenarios. This would be in addition to the minimum requirement stated above.

Promoters may be expected to carry out a more detailed carbon impact assessment if their project is likely to have a significant carbon impact or the carbon impact of the proposal is likely to come under particular scrutiny. Promoters should contact the PMA if they think their project might fall into these categories. The more detailed carbon impact assessment will need to include completed pro formas as specified above in the minimum requirement.

3. General Notes

3.1 Carbon values

Carbon should be expressed in tCO₂e. A negative value should be used to indicate a **reduction** in emissions, a positive value an **increase** in emissions. Care should be taken to make sure any description attached to a carbon value is clear in terms of what it means in terms of an increase or a reduction in emissions.

3.2 The 'without scheme' and 'with scheme' cases

The 'without scheme' case is sometimes referred to as 'business as usual' and is the benchmark against which different interventions are measured. The 'with scheme' case is the intervention that is being considered and therefore being compared with the 'without scheme' case. The carbon impact of an intervention is the difference between the carbon impact of the 'without scheme' case and the carbon impact of the 'with scheme' case. As noted above, an intervention which results in a reduction in emissions ('without scheme' emissions > 'with scheme' emissions) should be represented as having negative carbon emissions.

The 'without scheme' case will be the same for all the options being considered. The 'with scheme' case describes the option being considered, it may be the preferred option or one of the other options on the short list.

Both the [Green Book](#) and [Better Business Cases guidance](#) use 'business as usual' and the Green Book also uses 'counterfactual' to describe the 'without scheme' case. They both also suggest that 'do minimum' can be a legitimate option for the intervention (so a 'with scheme' case). [DfT TAG](#) uses the terms 'with scheme' and 'without scheme' (as here). The [Transport User Benefit Appraisal \(TUBA\) software](#) recommended by DfT uses the terms 'do-something' (DS) and 'do-minimum' (DM) in its user manual and output files for 'with scheme' and 'without scheme' cases respectively. 'Do nothing' is also sometimes used to describe the 'without scheme' case.

Clarity over both the 'with scheme;' and 'without scheme' cases is important because the carbon impact of an intervention is a net impact and therefore depends on both cases.

3.3 Scenarios

Scenarios or sensitivity tests represent different assumptions about what will happen in the future, they are designed to test how an option performs under different future conditions. A 'low carbon' transport scenario has been developed from the models used for the [Carbon Emission Reduction Pathways \(CERP\) work](#) to test how transport proposals performs against background assumptions which are more consistent with the West Yorkshire target of net zero carbon emissions by 2038. This specifies a set of assumptions about traffic growth/reduction and take-up of electric vehicles different from the assumptions used in the 'core' scenario specified by DfT. For transport schemes, the carbon impact should be reported for both the 'core' scenario and the 'low carbon' scenario for each of the options (different 'with scheme' cases) being considered. This will require several pro formas to be filled in (one for each option under each scenario), but much of the information required will be similar across a number of these pro formas.

3.4 Reporting of total carbon emissions up to dates

In the pro forma described below, both the capital and operational carbon emissions and broken down into the amount emitted up to certain dates. This is to allow monitoring against relevant target dates. If promoting organisations have target dates which are different from those given, these can be added to the pro forma, but the 2030, 2038, 2050 and total figures should always be reported. Note that the totals up to dates should be the total carbon emissions associated with the intervention up to the end of the given year, so the 2038 total will include emissions up to 2030 (plus emissions in 2031 to 2038 inclusive).

Note that this does not imply a monitoring requirement. Any monitoring of impacts/outcomes associated with carbon impact should be outlined in the monitoring and evaluation plan.

3.5 Whole Life Carbon reporting in TAG

[TAG Unit A3](#) now specifies that the assessment of greenhouse gas emissions should include carbon emissions over the whole lifecycle of a transport scheme. This should include 'those resulting from the production of materials used in any infrastructure, for example cement, steel etc (otherwise known as

capital carbon), as well as those resulting from changes to the use of transport fuels.’ It goes on to suggest that such a whole life carbon (WLC) assessment should include:

‘**capital carbon** (emissions associated with scheme construction), **operational carbon** (emissions associated with scheme operation and maintenance), and **user carbon** (emissions associated with scheme users, such as changes in emissions due to mode shift).’

For the purposes of this guidance capital (or embodied) carbon is the (change in) emissions associated with the construction and maintenance of the scheme. Operational carbon is the (change in) emissions associated with the use of the scheme. For a transport scheme, operational carbon will be the changes in user emissions as a result of the changes the intervention has made to the transport system, these may be due to more efficient traffic behaviour, rerouting, mode shift etc. Changes in operational carbon can be calculated using a transport model, though transport models will differ in their treatment of the various behavioural responses that might occur because of a transport intervention.

TAG Unit A3 specifies that monetary valuation of carbon impact should extend over the whole lifecycle of the transport scheme and that these emissions should be disaggregated into those from the ‘traded’ and ‘non-traded’ sectors. The representation of the valuation of changes in carbon emissions in the economic assessment are different for emissions from the different sectors. The distinction between traded and non-traded carbon should be preserved in the reporting in the pro forma outlined below to allow comparison with other elements of the assessment of the scheme, for instance the greenhouse gases worksheet and the economic assessment.

4. Pro Forma

The different parts of the pro forma are described below with explanatory notes where required. Copies of the complete pro formas for non-transport and transport schemes are given in Appendix A and B

4.1 General Information

Name of scheme	As in PIMS
Type of scheme	Refer to the scheme typology in Stage 2 Guidance
Scheme opening year	
Appraisal period	The length of time over which the effect of the intervention is being assessed. Report the start date (which should match the opening year), end date (year) and number of years. For a transport scheme the appraisal period is typically 60 years.
Brief description of the ‘without scheme’ case	What are we comparing this option for this scheme against? See note A below
Brief description of the ‘with scheme’ case	What does this option for this scheme involve? See note A below
Total scheme cost	Cost of this option for this scheme See note B below

The information given should match that given elsewhere in the business case unless otherwise noted and explained.

A: Brief descriptions of the ‘without scheme’ and ‘with scheme’ cases

Each case should be described briefly. For transport projects the ‘without scheme’ case is likely to simply be the existing transport network (‘business as usual’), though different assessments might consider alternative scenarios with/without a significant complementary scheme. For other types of project, the ‘without scheme’ case might not be so straightforward. For instance, for a flood prevention measure the ‘without scheme’ case might include a higher number of flood events (and their carbon impacts) to allow an appropriate comparison with a ‘with scheme’ case which reduces the risk of flooding. For a housing scheme, the ‘without scheme’ case might include housing development corresponding to what is likely to happen if the ‘with scheme’ housing development does not go ahead. This could involve considering whether housing development might be displaced elsewhere and/or dispersed to smaller scale developments. It could also involve housing developed to a lower standard and with fewer ‘low carbon’ elements than might be achieved in the ‘with scheme’ case (if this is a requirement of the intervention).

Both the ‘with scheme’ and the ‘without scheme’ case descriptions should match those used elsewhere in the business case. If this is not the case, this should be made clear, and a justification given for the discrepancy. If the ‘without scheme’ case is different from that used elsewhere in the business case, the carbon impact described will not be consistent with the benefits claimed elsewhere in the business case.

B: Total scheme cost

This is used to calculate the carbon intensity of the proposal reported below. Normally this should be the total cost of the scheme (not just the Combined Authority contribution or the cost of the scheme to the public sector). This would normally be the costs incurred in implementing the ‘with scheme’ case over and above the costs associated with the ‘without scheme’ case and is therefore the net costs associated with the intervention which leads to the change in carbon emissions described in the pro forma. Where this is not the case this should be highlighted here and noted and explained in the ‘Notes’ section at the end of the pro forma.

4.2 Background assumptions

Background assumptions	See note C below
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C: Background Assumptions

These are assumptions made about the future which apply over the appraisal period. These are assumptions which are unaffected by the scheme and therefore apply equally to both the ‘with scheme’ and ‘without scheme’ cases. Assumptions which have significant implications for the carbon impact of the scheme should be identified and their justification and/or the source of the information given together with an indication of the trend. A non-transport example might be a background assumption about the future carbon intensity of grid electricity which might be necessary to calculate the carbon emissions associated with a scheme which reduces the amount of electricity consumed.

4.2.1 Background assumptions for transport schemes

Scenario	See note D below
Background assumptions	See note D below

D: Scenario and background assumptions

Transport schemes should be assessed against both the DfT ‘core’ scenario (or whatever standard scenario has been selected for the ‘core’ economic assessment) and the ‘low carbon’ scenario which includes different forecasts of traffic growth/reduction (by mode) and fleet mix. Fleet mix in this context means the proportions of different types of propulsion (petrol/diesel/electric) within each vehicle type.

For the 'core' scenario background assumptions about traffic growth/reduction and fleet mix (propulsion type) should be reported plus any others which may be relevant.

The traffic growth/reduction forecasts being used should be disaggregated for all modes which are relevant to the calculation of operational carbon (see operational carbon details below). Thus, if the operational carbon calculations consider impacts on cycling, walking, public transport and general traffic, then background assumptions about how use of all these modes is going to change over the appraisal period should be stated. This should be in terms of percentage change over a given time period for each mode.

If [TUBA](#) or another method consistent with the [TAG Databook](#) is being used to calculate the carbon emissions (see below), then the fleet mix (propulsion type) assumptions are as detailed in TAG Databook Table A1.3.9 and this can simply be stated.

If the 'low carbon' scenario is used, then the background assumptions for both traffic growth and fleet mix (propulsion type) are those within that scenario and this can simply be stated.

The 'low carbon' scenario is available from Research and Intelligence at the Combined Authority.

4.3 Capital carbon emissions

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO2e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
The sources of emissions included in the assessment (use multiple lines if necessary)	The method used for calculating the capital carbon (see Stage 2 Guidance)				

The methodology for calculating the capital carbon emitted from interventions is described in the Stage 2 Guidance.

New lines can be inserted into this part of the pro forma if multiple sources need to be described and reported separately (e.g., carbon emissions associated with the materials used, transport, earth moving, maintenance of the scheme etc.).

Note that the majority of the capital carbon will be emitted during construction and therefore the figures given in the dated boxes (after the first one) will differ only by the carbon emissions associated with maintenance of the scheme between the relevant dates.

For transport schemes carbon emissions from 'traded' and 'untraded' sectors should be reported separately, see [TAG Unit A3](#).

4.4 Modelling approach

Modelling approach	See note E below
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E: Description of the modelling approach

The modelling approach is the methodology used to model the effect of the intervention on use and therefore used to calculate the operational carbon emissions from the intervention.

For non-transport schemes a variety of different techniques could be used to model changes in the carbon impact resulting from the use of the intervention. These could include the carbon reductions associated with reduced space heating requirements as a result of a programme of home insulation improvements. Given

the wide variety of different types of non-transport project it is difficult to be specific about possible modelling approaches, but the description should include a brief overview of the methodology and the behavioural responses which are covered in the modelling approach used.

For transport schemes, the modelling approach used will be the same as that used for the economic assessment of the scheme. All that is required here is a brief statement of the features of the modelling approach which are relevant to carbon impact assessment. For the purposes of carbon impact assessment, the different types of model are:

- Simple junction model – a model of an affected junction or small section of the relevant part of the network which is not capable of properly representing reassignment (rerouting) or induced demand.
- Reassignment model – a model which represents rerouting, but still assumes that demand is unaffected by the intervention. Such a model might use a ‘fixed trip matrix’ assumption, that is that the number of trips by each mode between each origin and destination pair remain unchanged.
- Variable demand model – a model which represents changes in demand for different modes. If a variable demand model has been used, then the scope of representation of changes in demand should be explained (e.g., mode shift, land use change etc.).

In the same way as for the economic assessment, model results from different runs will need to be considered to derive the net changes for the different options under the different scenarios used (including the ‘low carbon’ scenario).

The information provided should be sufficient to make it clear what changes in demand induced by the intervention have been modelled, that is whether any changes in the overall numbers of trips or the modes used have been modelled. These induced changes in demand will not have been modelled if a simple junction model or reassignment model has been used which makes a ‘fixed trip matrix’ assumption. This ‘induced demand’ or ‘induced traffic’ can be broadly defined as ‘the increment in new vehicle traffic that would not have occurred without the improvement of the network capacity’ (See [Latest evidence on induced travel demand: An evidence review](#)). In terms of economic assessment, the impact of induced traffic can be mixed - while the extra traffic can reduce the benefits for existing traffic, there may be additional benefits associated with the trips that are ‘induced’. For carbon impact assessment, the effect of induced traffic is entirely adverse. This is the reason why it is important to be clear about this aspect of the transport modelling.

If induced demand has been omitted, Stage 2 Guidance includes a methodology for estimating the carbon impact of this using a relatively crude elasticity-based approach. If this has been used it should be noted in this section and the results reported under a separate line in the operational carbon results box below.

Induced demand may be a feature of non-transport schemes as well, for instance higher standards of insulation might make space heating cheaper and therefore induce users to increase the temperature or extend the times they use heating systems. If such a behavioural change is felt to be significant, then it should be considered and noted here.

Different approaches to modelling may be used for different elements of the scheme. For transport schemes, different models may be used for active modes, public transport, general traffic etc. Some of these expect induced demand to be considered, for instance uplift in cycling is an input to the Active Mode Appraisal Toolkit (AMAT). Approaches from different elements should be identified separately by creating extra lines in the pro forma and these should match the results reported in the operational carbon results box below.

4.5 Operational carbon

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period

The sources of emissions included in the assessment (use multiple lines if necessary)	The method used for calculating the operational carbon (see Stage 2 Guidance)				
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As described in the Stage 2 Guidance, this is the carbon associated with the operational use of the intervention.

New lines should be inserted into this part of the pro forma if multiple sources need to be described and reported separately (e.g., carbon emissions associated with the heating of a building, appliances used by the occupants, transport associated with trips to and from the new building etc.).

4.5.1 Operational carbon for transport schemes

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
See note F below	See note G below				

For transport schemes carbon emissions from ‘traded’ and ‘untraded’ sectors should be reported separately, see [TAG Unit A3](#).

F: Scope/source

New lines should be inserted into this part of the pro forma if multiple sources need to be described and reported separately. These should match the sources of benefit or separately modelled elements of the scheme and should be identified in the Scope/source column. These could include:

- Active modes – any changes in carbon emissions from general traffic which result from mode shift to/from cycling and walking caused by an intervention which affects the provision for these modes.
- Public transport – any changes in carbon emissions from general traffic which result from mode shift to/from public transport caused by an intervention which affects public transport provision.
- Impacts on general traffic – any changes in carbon emissions from general traffic caused by an intervention which affects the provision for general traffic.

Care should be taken to avoid double counting. If there are any other elements of the intervention which might cause increases or reductions in carbon emissions which can be quantified, these should be noted here. These could include significant tree planting or operational carbon saving enhancements which are not included above.

G: Carbon calculation methodology

For each source of carbon identified, the calculation methodology used should be specified.

For active mode schemes assessed using the Active Mode Appraisal Toolkit ([AMAT](#)), the impact of the intervention in terms of changes in car kilometres can be extracted from the spreadsheet and used to calculate the carbon impact of the intervention by using the information in the [TAG Databook](#). This is as described in Stage 2 Guidance.

If the impact of a public transport intervention in terms of car kilometres can be calculated, then the carbon impact can be determined in a similar way. In addition, if the intervention has a direct carbon impact (perhaps in terms of changes to service patterns) which can be calculated, this should also be included.

If the scheme affects general traffic, then a result from a TUBA calculation should be reported here. If TUBA has not been used to process transport model results, then the results of a similar calculation using the same TAG based assumptions should be provided.

For the 'low carbon' scenario, a version of the TUBA economics file with the relevant adjustment to fleet mix will be provided to promoters to ensure they can carry out the necessary TUBA calculation.

It is recognised that TUBA is a relatively crude method of calculating carbon emissions from model results. However, there are several reasons for specifying a TUBA based calculation for all schemes affecting general traffic:

- TUBA based calculations are already done for most schemes which have impacts on general traffic to derive the economic assessment tables required for the economic case. Using TUBA for carbon calculations ensures that the carbon impact assessment is consistent with the economic assessment.
- Use of a standard approach for all schemes affecting general traffic means that the results can be compared across different schemes
- The methodology is transparent and based on the information given in the TAG Databook
- The results can easily be extracted and reported in the pro forma in the format required and are also compatible with the requirements for the inputs to the TAG greenhouse gases workbook
- It provides comprehensive consideration of all trips on the modelled network, is relatively easy to use and is well known to the transport modelling community
- It is relatively easy to modify the fleet mix assumption in the TUBA economics file to allow the 'low carbon' scenario to be used

[TAG Unit A3](#) states that 'if TUBA is being used to estimate the change in carbon dioxide emissions it is essential that all 8760 hours of the year are represented in the analysis.' This is to ensure that all carbon dioxide emissions (whenever they happen) are included in the assessment, and it is equally important to represent all the parts of the network which have been affected by the intervention. This is because, unlike emissions which affect air quality, carbon dioxide acts on a global scale and over long timescales so it doesn't matter where or when carbon dioxide is emitted. While modelling over the entire 8760 hours of the year might be the ideal, it is more usual for transport models to represent only certain time periods when the differences between the performance of the network in the 'without scheme' and 'with scheme' cases is likely to be greatest. This captures most of the net impacts of the intervention, given that this is the difference between the performance of the 'with scheme' and 'without scheme' cases. For the same reason the difference between the carbon emissions of the 'with scheme' and 'without scheme' cases outside the modelled periods is likely to be small as long as the effect of the intervention on traffic behaviour in these periods is small.

The modelled time periods which have been fed into the TUBA calculations should therefore be noted here. Where there is felt likely to be a difference between the carbon emissions from the 'with scheme' and 'without scheme' cases outside these time periods (and therefore omitted from the TUBA calculation) this should be noted. If this difference is likely to be large, then measures to estimate the difference in carbon emissions in the periods should be undertaken. These could include extending the modelled periods or estimating emissions from unmodelled periods using information from periods which have been modelled (for instance by using the interpeak model results to estimate the performance of the intervention at weekends). Note that if traffic behaviour differs between 'with scheme' and 'without scheme' cases in unmodelled periods then this will affect the other modelled impacts of the scheme, as well as the carbon emissions.

There is a further discussion of this issue and the advantages and disadvantages of different methods for carbon calculation in Appendix C. In some cases, an additional carbon assessment using the Defra Emissions Factor Toolkit ([EFT](#)) is required. If this is the case, the results of this assessment should be reported on a separate line so that it can be compared with the TUBA assessment. Note that the EFT result should not be added into the total carbon emissions below to avoid double counting. The advice in Appendix C about the application of the EFT to the calculation of carbon emissions should be noted.

Any additional induced traffic calculation results using the methodology in the Stage 2 Guidance should also be reported separately here.

Care should be taken to ensure that it is possible to reconcile the carbon emissions reported here with the results in the greenhouse gases workbook. Where there are differences or omissions, these should be noted. The results in the greenhouse gases workbook should match the results reported in the Appraisal

Summary Table (AST) and the Analysis of Monetised Costs and Benefits (AMCB) Table in the economic case. This is to allow auditability of the carbon impact assessment process all the way through from the pro forma, via the greenhouse gases workbook, to the results reported in the economic case. Any variations between figures should be explained.

As with the rest of the pro forma, sufficient information should be provided to allow the calculations undertaken to be understood and linkages made between the carbon impact assessment and other information in the business case analyses.

4.6 Total carbon impact of the scheme

	Total carbon emissions (tCO ₂ e)			
	Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
Total carbon emissions				
Carbon intensity (tCO₂e per £m)				

The total carbon emissions of the scheme are simply the sum of the capital and operational carbon emissions over the relevant periods taken from the boxes in the previous sections. Note that if a separate EFT result is reported for a transport scheme, this should not be added in to avoid double counting.

For transport schemes carbon emissions from 'traded' and 'untraded' sectors should be reported separately, see [TAG Unit A3](#). These should also be summed to produce a total carbon emissions figure.

The carbon intensity of the scheme is the total carbon emissions of the scheme divided by the scheme cost from the General Information section above. This should be given for the relevant periods identified with the same scheme cost used as the divisor in each case.

4.7 Notes

At the end of the pro forma is space for notes which might be relevant to the carbon emissions reported in the assessment.

These could include:

Any significant sources of increased or reduced carbon emissions which have been omitted from the assessment

Any shortcomings in the modelling of behavioural responses

Any other possible impacts of the scheme mentioned in the rest of the business case which might have carbon implications, but which have not been included in the assessment. This could include possible developments 'unlocked' or facilitated by the scheme or otherwise dependent upon it.

Any note should include the likely implications in carbon terms, that is the effect in terms of increases or decreases in carbon emissions and, if possible, an indication of magnitude.

5. Auditability

The information provided in the pro forma and any additional information provided should be sufficient to allow proper scrutiny and audit of the process and to tie together the elements of the carbon impact assessment with the [TAG greenhouse gases workbook](#) and the results reported in the economic case in the Appraisal Summary Table ([AST](#)) and the Analysis of Monetised Costs and Benefits ([AMCB](#)) Table.

This should therefore include the TUBA output files and greenhouse gases workbooks relevant to the assessments. These should link through to the figures used in the AST and AMCB. If there are anomalies between the different sources of information, these should be identified and explained.

6. References

Design Manual for Road and Bridges, Sustainability & Environment Appraisal, LA 114 Climate, ver 0.0.1, June 2021

<https://www.standardsforhighways.co.uk/dmrb/>

Emissions Factors Toolkit (EFT), available from the Department for Environment and Rural Affairs (Defra)

<https://laqm.defra.gov.uk/air-quality/air-quality-assessment/emissions-factors-toolkit>

The Green Book, Central Government guidance on Appraisal and Evaluation, HM Treasury, March 2022

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

Guide to Developing the Project Business Case, HM Treasury and Welsh Government, 2018

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

Latest evidence on induced travel demand: An evidence review, report for the DfT, WSP and Rand Europe, May 2018

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762976/latest-evidence-on-induced-travel-demand-an-evidence-review.pdf

Tackling the Climate Emergency, Emission Reduction Pathways report, West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership (LEP), July 2020

<https://www.westyorks-ca.gov.uk/media/4268/emission-reduction-pathways-report.pdf>

TAG Databook, Department for Transport, Transport Analysis Guidance (TAG), May 2022

<https://www.gov.uk/government/publications/tag-data-book>

TAG Unit A3 environmental impact appraisal, Department for Transport, Transport Analysis Guidance (TAG), May 2022

<https://www.gov.uk/government/publications/tag-unit-a3-environmental-impact-appraisal>

Transport User Benefits Appraisal (TUBA), software and user manuals

<https://www.gov.uk/government/publications/tuba-downloads-and-user-manuals>

WYCA OBC and FBC Carbon Assessment Guidance, Methodologies for quantitative carbon analysis as part of the WYCA Assurance Process, report by Mott Macdonald (Stage 2 Guidance), January 2022

Appendix A Blank pro forma for a non-transport scheme

1. General Information

Name of scheme	As in PIMS
Type of scheme	Refer to the scheme typology in Stage 2 Guidance
Scheme opening year	
Appraisal period	The length of time over which the effect of the intervention is being assessed. Report the start date (which should match the opening year), end date (year) and number of years.
Brief description of the 'without scheme' case	What are we comparing this option for this scheme against? See note A
Brief description of the 'with scheme' case	What does this option for this scheme involve? See note A
Total scheme cost	Cost of this option for this scheme See note B

2. Background assumptions

Background assumptions	See note C
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3. Capital carbon emissions

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
The sources of emissions included in the assessment (use multiple lines if necessary)	The method used for calculating the capital carbon (see Stage 2 Guidance)				

4. Modelling approach

Modelling approach	See note E
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5. Operational carbon

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
The sources of emissions included in the assessment (use multiple lines if necessary)	The method used for calculating the operational carbon (see Stage 2 Guidance)				

6. Total carbon impact of the scheme

	Total carbon emissions (tCO2e)			
	Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
Total carbon emissions				
Carbon intensity (tCO2e per £m)				

7. Notes

See Section 4.7

Appendix B Blank pro forma for a transport scheme

1. General Information

Name of scheme	As in PIMS
Type of scheme	Refer to the scheme typology in Stage 2 Guidance
Scheme opening year	
Appraisal period	The length of time over which the effect of the intervention is being assessed. Report the start date (which should match the opening year), end date (year) and number of years. For a transport scheme the appraisal period is typically 60 years.
Brief description of the 'without scheme' case	What are we comparing this option for this scheme against? See note A
Brief description of the 'with scheme' case	What does this option for this scheme involve? See note A
Total scheme cost	Cost of this option for this scheme See note B

2. Background assumptions

Scenario	See note D
Background assumptions	See note D

3. Capital carbon emissions

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
The sources of emissions included in the assessment (use multiple lines if necessary)	The method used for calculating the capital carbon (see Stage 2 Guidance)				

4. Modelling approach

Modelling approach	See note E
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5. Operational carbon

Scope/Source	Carbon calculation methodology	Total carbon emissions (tCO ₂ e)			
		Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
See note F	See note G				

6. Total carbon impact of the scheme

	Total carbon emissions (tCO ₂ e)			
	Up to end 2030	Up to end 2038	Up to end 2050	Over whole appraisal period
Total carbon emissions				
Carbon intensity (tCO₂e per £m)				

7. Notes

See Section 4.7

Appendix C Calculating Carbon from Transport Schemes

B.1 Methodological comparison

Two main methods for calculating the carbon emissions from the outputs of a transport model are the use of the [Transport User Benefits Appraisal \(TUBA\) software](#) (or a similar calculation based on the information provided in the [TAG Databook](#)) and the Defra Emissions Factors Toolkit ([EFT](#)). Neither method is ideal, and both involve the use of estimations and approximations.

Neither TUBA nor EFT are referred to in the relevant section of the [DMRB](#) (LA 114). [TAG Unit A3](#) refers to the TAG Databook, TUBA and also to the DMRB 11.3.1 air quality screening spreadsheet, but the latter now seems to have been withdrawn and is no longer available.

Each method uses information about the relationship between average speed and carbon emissions by vehicle type and year to estimate carbon emissions in both the 'with scheme' and 'without scheme' cases and therefore to calculate the change in carbon emissions from a transport intervention.

Ideally, each method should consider all time periods, all vehicle types and all parts of the network affected by the intervention. For a typical highway intervention, rerouting might have the effect of moving carbon emissions around, concentrating them in certain areas and reducing them over a wider area. It is therefore vital to consider all the affected parts of the network to avoid missing changes which may be individually small but widely dispersed and therefore large in total. The calculation of carbon emissions is different from the assessment of air quality problems where the focus may be on particular locations where there is a significant change in emissions which might breach air quality standards and/or sensitive receptor locations.

The following table gives an overview of the two calculation techniques.

	TUBA	EFT
Methodology	Averages both distance and speed for all trips between a given origin and destination. Uses the average speed and distance and the tables in the TAG Databook to calculate the carbon emissions on an origin to destination basis. All origin destination pairs need to be considered (carried out automatically by TUBA)	Averages the speed on a link basis, this is combined with the link length and flow to calculate carbon emissions on a link-by-link basis. All links affected by the intervention need to be considered.
Fleet mix (propulsion type)	The fleet mix (propulsion type) used by TUBA is as given in TAG Databook Table A1.3.9. This gives a forecast of the breakdown of propulsion type for each vehicle type.	2018-2030 Fleet and Euro Compositions (non-London) developed for NAEI (May 2019) 2031-2050 Default fleet assumptions in line with DfT/HE (2021) projections
Further details	DfT TAG Databook: https://www.gov.uk/government/publications/tag-data-book TUBA: https://www.gov.uk/government/publications/tuba-downloads-and-user-manuals	https://laqm.defra.gov.uk/air-quality/air-quality-assessment/emissions-factors-toolkit

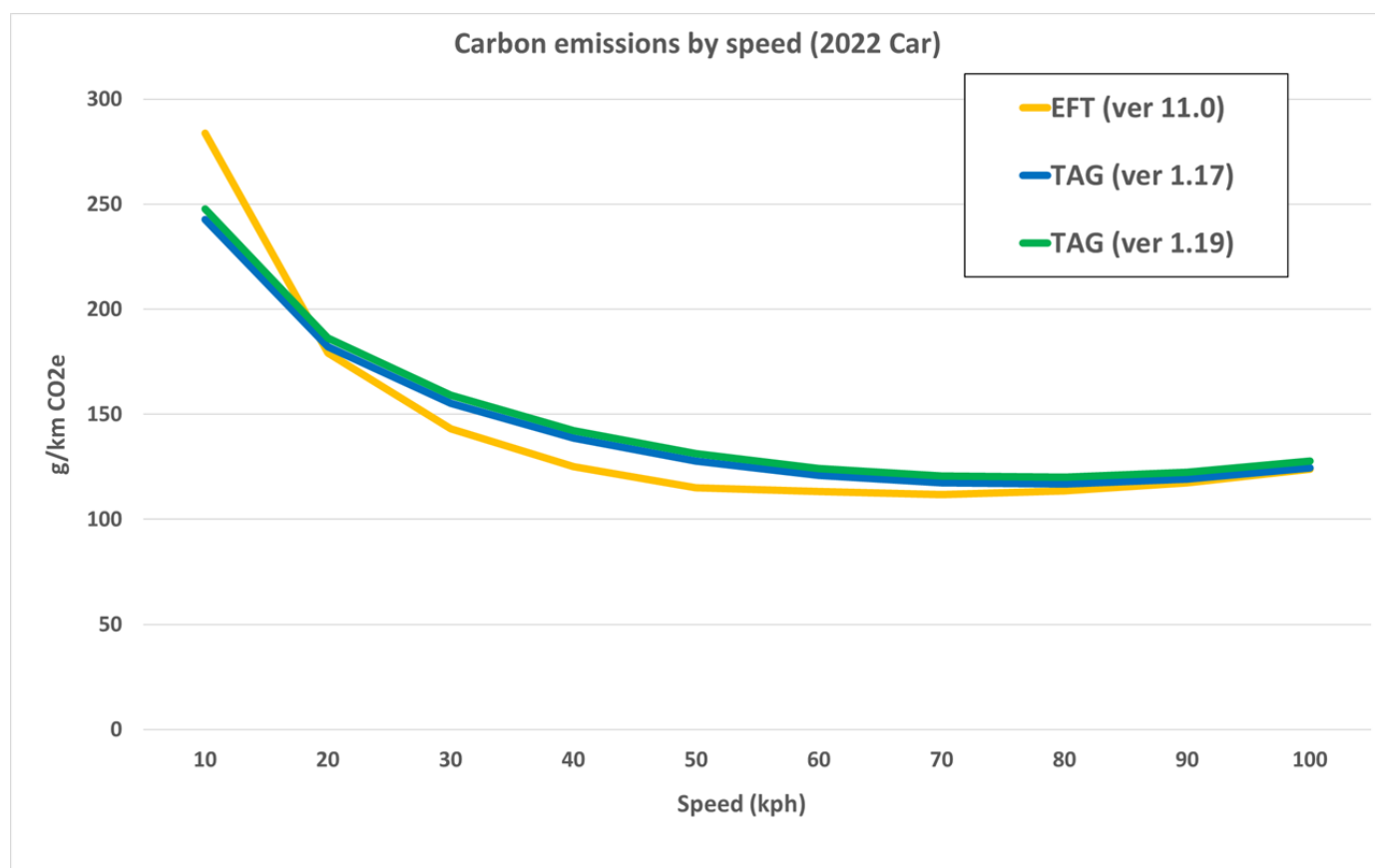
B.2 Discussion

Both methods involve averaging the speed of traffic, that is they represent a range of different vehicle behaviours by an average speed. This obviously introduces errors because of the nonlinear relationship between speed and carbon emissions (see Figure B.1 below). Overall, EFT is likely to be more accurate as it averages speed over a link rather than over an entire trip (or set of trips) in the case of TUBA. Even over a link, the actual profile of vehicle speed (and therefore emissions) is likely to be different from a steady

speed, typically involving acceleration, cruise and deceleration elements, each of which might have a very different emissions profile.

Figure B.2 shows how the emissions of a '2022 Car' (a representative mixture of the 2022 car propulsion types) vary with average speed for three different calculation methodologies. Note how average speed increases over the likely range of urban speeds (up 80 km/h or 50 mph) lead to decreases in carbon emission rates by distance. The line marked TAG (ver 1.17) shows the result of using the TAG Databook ver 1.17 (November 2021), TAG (ver 1.19) uses version 1.19 of the TAG Databook (forthcoming change) released in May 2022. The changes represented in TAG Databook version 1.19 have not yet been incorporated into TUBA at the time of writing (June 2022).

Figure B.1 – How carbon emissions vary by speed



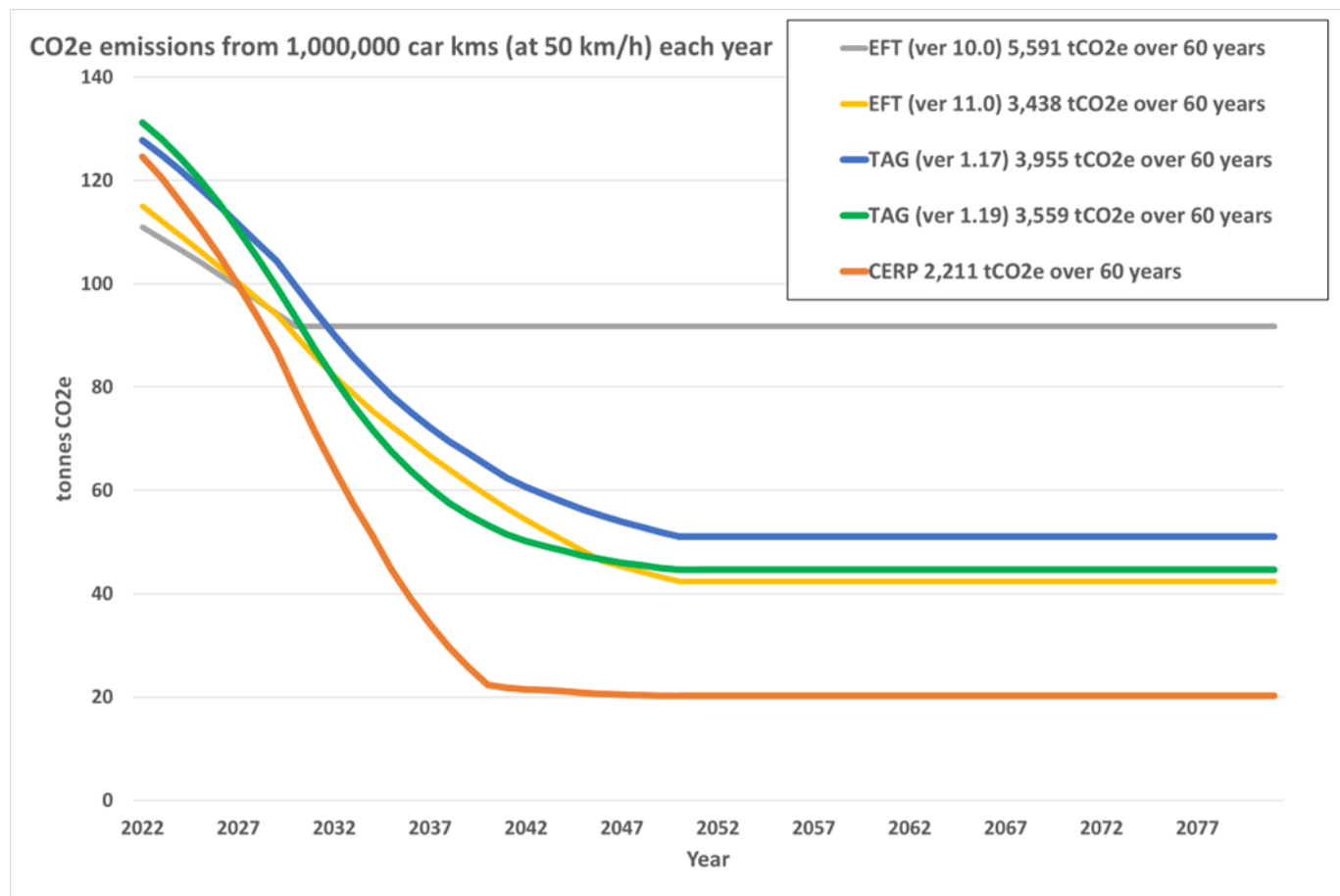
Both EFT and TAG methods also use forecasts of fleet mix – predictions about the future take up of different types of propulsion by vehicle type. Figure B.2 shows the difference that these forecasts make (by showing the carbon emissions from 1,000,000 'representative' car kms at 50km/h for each year into the future). The line marked TAG (ver 1.17) shows the result of using the fleet mix associated with the current version of TUBA; TAG (ver 1.19) incorporates recent changes to the fleet mix assumptions in version 1.19 of the TAG Databook (forthcoming change) released in May 2022. CERP is the fleet mix specified in the 'low carbon' scenario, which is more optimistic about the take-up of electric vehicles. The flat lines towards the right-hand side of the graphs show where the assumptions 'run out' and the same fleet mix has to be assumed for the remainder of the appraisal period. EFT version 10.0 only specifies fleet mix up to 2030, CERP to 2040 (the extent of the carbon emission reduction pathways model) while both TAG versions and EFT version 11.0 have fleet mix forecasts extending to 2050. Note that this means that the longer forecasts still cover less than half of a typical 60-year appraisal period.

Reassuringly, the most recent version of EFT and both TAG versions seem to use fleet mix assumptions which give (for car at least) relatively similar carbon emissions. The recent update to the fleet mix assumptions in TAG (ver. 1.19) makes a difference compared to the previous (ver 1.17) version but is still not as optimistic about the uptake of electric cars as the 'low carbon' (CERP) scenario. Overall different assumptions produce very different results and the lack of longevity of forecasts obviously distorts results for a typical 60-year appraisal period.

EFT (ver 11.0), both TAG versions and the 'low carbon' (CERP) scenario all use fleet mix forecasts which extend beyond 2038. This means that the operational carbon emissions estimates 'up to end 2030' and 'up to end 2038' are likely to be more reliable than those associated with dates further into the future.

The TAG (ver 1.17) fleet mix assumptions, as given in TAG Databook ver 1.17 Table A1.3.9 and currently used by TUBA, assume over 50% of car kilometres will still be done in petrol and diesel vehicles in 2050 and therefore might be regarded as pessimistic. TAG (ver 1.19), as given in TAG Databook ver 1.19 (forthcoming change) Table A1.3.9 assumes that 33% of car vehicle kilometres will be done in petrol and diesel vehicles in 2050.

Figure B.2 – How assumptions about fleet mix (propulsion type) affect carbon emissions



B.3 Using EFT

As noted above, a TUBA (or similar) approach should be used to carry out the carbon calculations reported in the carbon impact assessment pro forma (under operational carbon emissions). For schemes with a cost above £20m, promoters should (unless it can be justified otherwise) additionally undertake an analysis of the carbon emissions using the Defra Emissions Factor Toolkit ([EFT](#)).

Based on the discussion in this appendix, use of EFT should cover:

All of the links affected by the intervention This is so that relatively small, but potentially widespread changes in carbon emissions are not missed which could lead to systematic errors in carbon assessment. Note that this is different from the approach used in air quality assessment, where only links with a significant change in vehicle behaviour are assessed.

All modelled time periods separately Averaging vehicle behaviour (speed) to aggregate time periods or cover unmodelled time periods should not be done as this introduces errors. If the modelled periods do not cover the entire 8760 annual hours, the same approach should be used as for reporting TUBA results – the modelled time periods should be noted and where there is felt likely to be a difference between the carbon emissions from the 'with scheme' and 'without scheme' cases

outside these time periods this should also be noted, and any mitigation measures undertaken should be described.

All future years Up to the end of the appraisal period and capable of being reported in the 'up to ...' dates requested on the pro forma.

For both the 'with scheme' and 'without scheme' The difference between the two being the carbon impact of the intervention.

Any results from EFT should be reported in addition to the TUBA derived results.

At the moment, there does not seem to be a way of altering the fleet mix (propulsion) assumptions in EFT and therefore calculating the carbon emissions using the 'low carbon' scenario, which incorporates different assumptions about fleet mix, does not seem to be possible.

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Appendix 2 - Carbon Impact Assessment

Supplementary Narrative

Introduction

The Carbon Impact Assessment paper discusses progress on the project and the results from the carbon impact assessments of forty schemes which are currently under development. These assessments were carried out as part of the work to develop the Carbon Impact Assessment toolkit, and were not intended to inform decision making about these individual schemes. There is low confidence in many of the numbers. Nevertheless, as explained in the paper, this work has been extremely useful in shaping learning from the project.

All of the numbers within the report need to be considered in that context, and also the wider context in which the schemes have been developed.

This document provides information about the approach to climate change within each local authority, and a summary of the context on each scheme. These local area overviews give important context within which the assessment of individual projects from the Carbon Impact Assessment project are framed, and provide information about how these projects sit within the policies and programmes individual local authorities are implementing to support the wider West Yorkshire net zero ambition.

These have been produced by the five individual local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield.

Bradford

How strategic programmes and initiatives in Bradford support the net zero ambition

Bradford Council has an adopted Council Plan that endorses sustainable development and sustainable development goals. The adopted partnership District Plan also works towards this. Both reflect the Local Authority and West Yorkshire decarbonisation declarations and the 2038 ambition. This work provides a support to our shared carbon appraisal, accounting and decision making in future.

All decision making on investment aims to optimise social, health, economic and environmental issues and risks. Bradford Council is working to progress clean growth and sustainability, with a dedicated workstream for Clean Growth. We welcome the learning from this process improvement - based on pre-existing projects and documentation - and will work with WYCA on enhanced modelling and decision support starting with what has been adopted through WYCA.

Carbon mitigation in project and programme design

This analysis is welcomed to improve our collective approach with the caveats set out by WYCA and on the basis that they provide a basis for retrospective review and process improvement. Bradford Council is undertaking robust assessment of the interventions in its Local Plan and Local Infrastructure Plan for carbon impacts, to ensure that the Council is maximising the potential for sustainable transport and integrating transport and land-use planning to achieve lower carbon emissions and set the district on a path to net zero.

Sustainability, such as through carbon impacts including maximising the use of sustainable transport, is taken into consideration at the earliest level of scheme development. New transport schemes being developed today are developed with clean growth and sustainable transport at their core.

The figures used to assess the schemes below rely on some incorrect assumptions, as these assumptions are required by Government. Significantly, Bradford is making strides in cleaning up its vehicle fleet and will continue to do so through the implementation of the Clean Air Zone in September 2022. The consequence is that there will be fewer carbon emissions from road vehicles and sooner than these assumptions would otherwise indicate.

Overview of Projects assessed as part of CA Carbon Impact Project

Great Horton Road CIP

The figures show carbon benefits to the scheme on the basis of reducing existing levels of congestion. There was no consideration of induced demand due to the type of analysis undertaken as part of the scheme appraisal.

West Bradford Cycle Superhighway Extension

The scheme as assessed at a very early stage of development did not show carbon benefits overall. However, there are a large number of reasons why this could be considered to be inaccurate. In particular, due to the very low level of existing cycling on the corridor, methods for forecasting increases in cycling are likely to severely underestimate mode shift and new cycling journeys that would be generated.

The figures for capital carbon are taken from a benchmark and do not reflect the actual carbon emissions the scheme is likely to generate from construction, and what carbon savings there may be from activities such as foregone maintenance.

It remains that the scheme is a road-space reallocation scheme aimed at boosting levels of cycling and walking, which are theoretically the highest-impact types of transport scheme for reducing long-term carbon emissions.

Darley Street

The numbers presented on the Darley Street market project are based on very high level and broad assumptions taken from an FBC which had no requirement to provide carbon information as the WYCA FBC did not request this. Results as presented are not reliable as they are not based on any detailed information such as on embedded carbon.

The scheme was designed before Council's climate emergency was announced, before the requirement to design public building to nearly carbon zero operations and before the WYCA CIA was developed. We can begin to evidence carbon savings from energy reduction post opening in Autumn 2024.

The project will close 2 old, energy inefficient, life expired buildings, will be energy-efficient with significant sustainability interventions on biodiversity, SUDs, solar thermal, photovoltaics, LED lighting and low energy appliances, air source heat pump, heat recovery, electric vehicle charging

Bradford to Shipley Corridor

The numbers presented for the Bradford Shipley Route Improvement Scheme (BSRIS) are based on a very high level and broad assumptions taken from an Outline Business Case (OBC) developed in 2017-2019 which had no requirement to provide carbon information at that time. Results as presented are not reliable as they are not based on any detailed information.

This scheme is being taken forward with a view to meeting the latest standards for sustainability in transport schemes and objectives of the West Yorkshire Plus Transport Fund.

Calderdale

Our vision for Calderdale in 2024 and beyond is to be a place where residents can realise their potential and live a larger life. Critical to achieving this aim is to ensure we safeguard Calderdale's distinctive environment and ensure we are resilient to the effects of climate change.

With its steep-sided valleys and riverside communities, Calderdale is more vulnerable to the effects of climate change. In recent years, the number and severity of flooding events in the borough has greatly increased. Our climate has changed - and Calderdale is flooding more frequently than at any time in history.

In early 2019, we declared a climate emergency. This recognised the threat and challenge that climate change is to Calderdale. Since then, we have made major progress and have hit our historic target to reduce CO₂ emissions by 40% by 2020. We are now re-doubling our efforts to meet our new target of net zero emissions by 2038.

How strategic programmes and initiatives in Calderdale support the net zero ambition

The Council has embedded the commitment to net zero into both its operations and its capital programme. Significant activity is on-going to decarbonise our estate and our activities; and to ensure our projects and strategies make a positive contribution to this agenda. The Council has established a Climate Emergency Fund and is developing a detail Climate Action Plan for the borough to cut use of fossil fuels, introduce cleaner technology, transform how we travel and how we use land. This work is overseen and monitored through a variety of mechanisms, including a specific Climate Change Working Party, and is closely linked to the Regional Emissions Reduction Pathway. The Authority has also embedded its response to climate change into the development of its capital programme and this is illustrated in the following examples.

A641

Over the last 2 years, following a shift in strategic and policy direction and feedback from the Strategic Outline Case (SOC) report, the A641 scheme vision, objectives and interventions have changed significantly. As the Outline Business Case has developed, there is now prioritisation of active travel, modal shift and a response to the climate emergency which is reflected in the updated interventions.

The Outline Business Case was presented and approved at the Combined Authority board on 23 June and includes details of:

- On and off-road walking and cycling infrastructure
- New and improved controlled crossings
- Continuous footways
- Bus priority (bus lanes and gates)
- Cyclops junctions
- Neighbourhood improvement schemes
- Quiet routes

The scheme will deliver transformational change for communities, the environment and the economy in the three areas, including 'Clean Growth and Carbon Mitigation' - improving quality of place and providing a net increase in sustainable drainage systems (SUDS), green landscaping and trees. The A641 scheme has also championed the Council's Green and Healthy Streets Policy.

Feedback from the Combined Authority's Project Appraisal Team (PAT) stated the A641 OBC is one of the best examples of analytical work and presentation of information that has been received to date, and specifically identified and acknowledged the aspiration to better meet sustainable travel strategic priorities of the Combined Authority and City Region. Within the OBC PAT report, conditions relevant to carbon assessment have been attached to the recommendation for Outline Business Case approval and will be taken forward during the development of the Full Business Case, along with continued engagement with the Combined Authority.

Similar considerations are embedded into other corridor improvement schemes in our Upper Valley area, reflecting the individual challenges in each of our important towns and the aspirations and requirements of our diverse communities. These infrastructure projects are key to the realisation of the outcomes of the Calderdale Local Plan and for sustainable development in our communities.

Northgate House and Central Library

At the outset of the project, Northgate House and the former Central Library were vacant, uninsulated, and heated and lit by out of date and inefficient systems well beyond their service life.

With redevelopment proposals for the site for 'big-box' retail proving to be unviable, the Council were left with a significant asset in the town centre which was no longer fit for purpose, energy hungry due to outdated services and absence of insulation, and an ongoing cost for business rates.

The options the Council had at this point were demolition and subsequent redevelopment of the site or to find appropriate and creative new uses for the existing buildings.

While specific sustainability assessments, such as BREEAM or LEED, or energy performance targets did not form part of the brief for the project, the redevelopment designs followed a 'best principles' approach to energy reduction and carbon saving:

- Introduction of insulation to walls and roof, which were previously entirely uninsulated, dramatically improving thermal performance and air-tightness.
- Replacement doors and windows with high-spec double-glazing to improve daylighting and thermal performance
- Glazing incorporates 'low-e' coatings to limit solar gains which would otherwise contribute to an increased need to cool the buildings
- Installation of new energy-efficient services controlled by a weather-compensated Building Management System (BMS) to reduce energy consumption;
- New heating systems utilising heat-recovery
- Low-energy LED lighting with presence/absence detection and daylight dimming
- Low-flow sanitaryware to improve water usage
- New systems moved from gas-fired boilers to electric
- The building achieved an Energy Performance Certification (EPC) rating of 'B'

The retention and reuse of such a large concrete structure is inherently positive in terms of retaining the embodied carbon, particularly when compared to the alternative which was to demolish the building and construct a new building or buildings on the site. Many of the new materials were specified to have high levels of recyclability; zinc cladding, aluminium curtain walling and framing, and metal ceiling systems are removable and can be recycled. Materials removed from the building such as areas of stone cladding, were re-used in the scheme for repairs to damaged areas or to form planters within the car park.

The project has brought considerable regeneration benefits to Halifax Town Centre including a dramatic increase in footfall to assist the recovery of retail businesses from the recent pandemic.

Kirklees

In January 2019, Kirklees Council declared a Climate Emergency with the aim of achieving net zero for the whole of Kirklees district by 2038, which also aligns to the target set by the West Yorkshire Combined Authority.

Kirklees Council wishes to rise to the challenge and be a leader to achieve this target by bringing along local partner organisations, businesses and residents with the help and support of the national government and regional partners and aligned to our corporate ambitions for People, Places and Partners. This will be a challenging ambition, but it is also a great opportunity to improve our quality of life and create a borough that is healthier, more sustainable, and fairer for everyone.

How strategic programmes and initiatives in Kirklees support the net zero ambition

As part of its initial response to addressing the climate emergency, the Council has pledged to be transparent and disclose the district carbon emissions each year. Participating in the Carbon Disclosure Project (CDP) process is both a statement of intent and also allows the Council to learn from and follow best practice from other municipalities across the world.

In 2021, Kirklees Council commissioned the Place-based Climate Action Network team, based at the University of Leeds, to undertake a 'Net-Zero Carbon Assessment' for the district. The report highlighted that, dividing the global carbon budget up by district population gives Kirklees a total carbon budget of 15 million tonnes from 2021. Based only on the transport, fuel and electricity used within its boundaries, Kirklees currently emits c.2 million tonnes of carbon a year, and as such it would use up its carbon budget by the end of 2028.

The report also outlined the science-based emission reduction pathway to achieving net-zero by 2050 to meet the UK's Net Zero target. This means a 63% reduction by 2025, 78% by 2030, 87% by 2035 and 95% by 2040 (against a 2000 baseline), which will be 'steppingstone' targets. Without further activity to address its carbon emissions, it has been estimated that Kirklees' annual emissions will exceed its carbon budget by 1.1 million tonnes in 2030, and 1.6 million tonnes in 2050.

In parallel with Kirklees Council's Net Zero targets, we recognise the need to understand the proposed Carbon Impact of our emerging projects, plans and transport schemes in support of the borough's sustainable development and regeneration ambitions. We also acknowledge and welcome the need for a new approach being developed to support decision making on investments across our region with a focus on the quantification of a schemes operational and embodied Carbon Impact.

In the context of Kirklees Council's transportation investment, the Council is keen to combine a strong, sustainable, cleaner, and greener economy with a great quality of life - leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives shared outcomes. Our approach to travel is to put reliable and affordable public transport at its heart. This, along with the promotion of appropriate modes of travel for appropriate journeys, is key to the connectivity and accessibility in Kirklees and decarbonising transportation in the Kirklees context.

Our transportation investment programme seeks to invest in all transport modes to address local congestion and air quality issues, aid economic recovery, assist inclusive growth, integrate active travel, improve journey times, and make it easier for Kirklees residents to move around. Significant investment in Kirklees is focused on public transport and active travel through Government funding into our local rail system (over £1 billion investment electrifying the Trans-Pennine Route Upgrade

and directly benefiting local train stations), investment in our local bus services (WYCA Bus Service Improvement Plan), investment in public transport hubs and walking and cycling schemes (Transforming Cities Funding and City Region Sustainable Transport Settlement).

Alongside this, the West Yorkshire Transport Fund allows for improvements to the highway network (noting in Kirklees that this is not funding 'new' roads) which aim to meet the above objectives and also seek to incorporate bus prioritisation measures, address air quality and other environmental concerns, improve public safety, embed green infrastructure, and incorporate active travel measures.

Monitoring of net zero through local programmes

Any Carbon Impact Assessment guidance or toolkits aimed at helping Kirklees Council to quantify Greenhouse Gas emissions (Carbon Footprint) to ensure work is undertaken to minimise its contributory impact on the region's climate change, environmental and sustainable targets is a welcomed outcome. We acknowledge the work the West Yorkshire Combined Authority have been leading and have been forthcoming in putting forward our own schemes to contribute to the learning as well as shaping the research and development of the guidance.

The Council is progressing work on its second phase Climate Change Action Plan and Environment Strategy, alongside reviewing its Economic Strategy and Transport Strategy, giving us the opportunity to align these objectives and priorities and establish a monitoring framework of moving to net zero. In addition to disclosing the district's carbon emissions by participating in the CDP process, individual projects (such as transport schemes) are to be accompanied by monitoring and evaluation criteria to determine how well they are meeting their objectives.

Carbon mitigation in project and programme design

All transportation projects, including those relating to highway improvements, seek to incorporate bus prioritisation measures, address air quality and other environmental concerns, improve public safety, embed green infrastructure, and incorporate active travel measures wherever possible.

Kirklees Council welcomes the use of carbon impact assessments as a useful tool to assess the potential carbon impacts of a specific project, alongside other key assessments which look at the benefits of a scheme. Whilst it is not the only determinant in whether a project should proceed or not, the results of a carbon impact assessment can be useful in determining whether further mitigations might be possible to limit carbon impacts. Such impacts, however, must be seen proportionately, in the context of wider investment in transportation aimed at decarbonisation, and even wider activities across the district and region.

Mitigation is inherent within scheme development. Designs are refined and optimised from inception through to detailed design to provide the most appropriate scheme, within constraint parameters, to achieve its objectives.

Further mitigation may be developed once a preferred option is selected but again within constraint parameters. Mitigation may also be built into the construction phase as well as the longer-term operational phase of a scheme.

Development of projects start with identifying the issues, problems, and objectives. Optioneering is then done, generally using a multi-criteria approach, to identify a long list of possible solutions. The long list is further assessed to reduce the list to fewer options (short-list) which are developed and assessed in more detail, taking account of constraints, impacts, costs, and benefits, resulting

in a single preferred option. The preferred option is then assessed in greater detail. It may be the case that two or three options are developed to the same level of detail to provide comparisons of certain evaluation criteria.

Detailed carbon impact assessments cannot be done at long and short list stages, so impacts are likely to be based on professional judgement and / or as part of a multi-criteria assessment developed for each project. For example, carbon impacts may be assessed as low, medium or high in the context of the long list of possible solutions, rather than any threshold of carbon quantities.

Once a short list is identified, the level and complexity of further assessment is proportionate based on guidance particular to the solution being developed, and in accordance with planning requirements where planning permission is needed. In the case of highway schemes, the Department for Transport' Transport Analysis Guidance is applied.

There are limited tools available to assess mitigation. The primary tools to quantify carbon are used to compare different solutions and therefore assess mitigation of one proposal over another which may be done for the project as a whole or to compare different materials, for example, Transport User Benefits Appraisal (TUBA) software may be used to compare carbon quantities for different highway proposals or comparing 'with' and 'without' scheme scenarios.

A 'with' scheme scenario may result in more or less carbon being emitted than the 'without scheme' scenario, particularly where additional capacity is provided to cater for additional traffic, say from new housing or employment sites, but in any event the scheme will result in a carbon footprint.

Going forward we propose to consider, more widely, opportunities to mitigate the carbon footprint, such as tree planting, considering different types of materials, influencing the types of plant and equipment used in the construction process at procurement stage, and inclusion of electric vehicle charging points, where possible, to enable more take-up of electric vehicles

Further mitigation at individual project level is difficult to achieve as some mitigations may conflict with other objectives such as biodiversity, minimising land take, impact on historical feature. For example, tree planting may be better for carbon sequestration, but not necessarily better for biodiversity. Taking more land than that required for the scheme itself, within an urban environment, may have adverse impacts on residents, businesses, or character of the area. It is therefore also necessary to consider mitigation and carbon accounting on a wider scale.

Overview of projects assessed as part of CA carbon impact project

A629 Halifax Road Phase 5

The scheme forms part of a £125m programme of interventions along the A629 between Halifax and Huddersfield and sits within a £1b programme of transport investments (West Yorkshire + Transport Fund) for the region which include active travel and improved bus journey times, amongst other objectives. Although split into phases the strategic context of a programme of wider corridor improvements for different travel modes should not be lost.

The junctions to be altered, which make up the A629 Phase 5 project are set out as policies within the Councils' adopted Local Plan. Having been identified as necessary, amongst other measures, to enable Local Plan housing and employment sites to come forward.

Because there will be additional traffic accommodated on the network, there will be additional carbon emissions until a significant proportion of all vehicles on the network transition to carbon free emissions.

To mitigate against this, the scheme proposes to plant around 640 new trees, provide capacity for charging up to 48 electric vehicles, re-use existing stone, and other materials (where possible), integrate recycled materials into the supply chain, and require (where practicably possible) the use of electric vehicles, plant and equipment in the construction phase.

Achieving further mitigation at project level is challenging, particularly with respect to also seeking to achieve an increase in biodiversity of at least 10%, whereby tree planting from a biodiversity perspective may not give the highest returns as other measures such as meadows.

City Connect Phase 3 (Cross Church Street)

This scheme aims to significantly improve the environment for pedestrians and create a key element of a cross town cycle route to provide further connectivity to several cycle routes across the district. Through-traffic will be removed with restrictions on access for loading implemented. The street sits within a conservation area and its function is primarily retail and leisure. The existing road is of bituminous construction with sandstone flags and kerbs. The existing materials are of poor quality through deterioration and the street was earmarked for a full refurbishment on a like for like basis prior to the inception of this scheme. The street is proposed to be remodelled with a similar cross section with bituminous and sandstone materials replaced with granite.

In considering the carbon impact of the scheme, account has to be taken of the refurbishment of the street in the absence of this scheme as a starting point. As such, the overall impact of carbon from a construction perspective will be similar to that of the refurbishment scheme.

There is a likelihood that additional carbon may be generated from re-routed traffic that will use the ring road, rather than cutting through Cross Church Street (as a rat-run), as a result of the scheme. Whilst this may be the case in some instances, the strategic need for the scheme and the benefits arising outweigh the potential additional carbon emissions that may be generated by longer car journeys.

Holmfirth Town Centre Action Plan

The proposed Holmfirth Town Centre Access Plan (HTCAP) aims to support economic growth through investment in improvements at key junctions which focus on reducing current and forecast congestion, improving journey time reliability, and widening sustainable travel opportunities.

Holmfirth is a tourist / visitor area and relies on the rural economy. Improvements to public realm, pedestrian facilities and the creation of riverside seating and links to the river within the area will improve the quality of life for residents, whilst improving the visitor / tourist experience.

The Holmfirth Town Centre Access Plan is a package of measures which includes:

- Rationalisation and upgrading of the existing signal-controlled junctions to reduce congestion and improve journey times through the area
- Widening of footways to better facilitate pedestrian movement
- Improvements to pedestrian crossings to better facilitate pedestrian movement
- Inclusion of Electric Vehicle (including cycles) charging points
- Improvements to public realm and around the River Holme

- Improvements to bus stop facilities
- Improvements to car parks including EV charging points
- Introduction of 20mph areas in the town

The scheme is progressing to Full Business Case. Comments and recommendations from the WYCA carbon impact assessment process have been considered and a revised approach to modelling the scheme together with a revised carbon impact assessment will be submitted at FBC stage.

Concluding statement

Kirklees Council recognises the usefulness of the consultant's recommendations in these assessments but does consider that work carried out to date for these projects remains robust, credible, and carried out in accordance with the best available guidance. We recognise the importance of utilising and applying the principles so as to reinforce the validity of carbon impact assessments, however, as an authority we have raised concerns about the consistency applied or whether a single methodology has been used. It remains the case that issues of project specific carbon impact must be seen in the wider context of other transportation benefits, including investing in the infrastructure which will enable greater use of public transport and active travel and what is being done at wider programme levels to decarbonise our transport systems.

With regard to confidence levels expressed within documentation provided by the consultants, it is Kirklees Council's view that this relates to the need to further explore the impacts of carbon for projects as they develop towards their final stages to ensure all the relevant elements have been fully considered as schemes reach final scheme design, when more detailed information is available.

This could result in the current assessment of carbon impact going up or going down depending on scheme progression, and we trust this will be assured by uniformly applying a singularly adopted, consistent approach to Carbon Impact Assessment further supported by clear guidance and toolkits.

By working with WYCA's appraisal team and the consultants, Kirklees continue to play an active role in the development of the Carbon Impact Assessment approach to be agreed as part of the assurance process, alongside all the other factors that decision makers need to consider.

Leeds

Local climate emergency priorities and strategies and relationship to West Yorkshire net zero

In 2019, Leeds City Council declared a climate emergency with a target of achieving net zero emissions for the city by 2030. Zero Carbon is one of the three pillars of the Best City Ambition, the council's overall vision for the future of Leeds. Leeds City Council support the delivery of WYCA's climate action plan and work with the Mayor of West Yorkshire to realise our best city ambitions, including:

- Deliver a low-carbon and affordable transport network which encourages people to be physically active and reduces reliance on the private car, helping people get around the city easily and safely.
- Promote a fair and sustainable food system in which more produce is grown locally, and everyone can enjoy a healthy diet.
- Address the challenges of housing quality and affordability, tackling fuel poverty and creating vibrant places where residents have close access to services and amenities.
- Join with local communities, landowners and partners to protect nature and enhance habitats for wildlife.
- Invest in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

How strategic programmes and initiatives in Leeds support the net zero ambition

We have made a commitment to invest £100m in domestic retrofit measures in social housing by 2025. Leeds secured £4.1m from the Social Housing Decarbonisation Fund (SHDF) demonstrator to fund innovative whole house improvements to make 190 council homes net zero carbon. A further £9.6million SHDF grant has recently been secured to support the retrofit of an additional 630 properties in Leeds within multi storey flats. Phase 3 of the Leeds PIPES district heating network will also see several residential developments connected, including multi-storey flat blocks, leading to c38GWh of low carbon heat supply from a £52m+ investment. We have developed a Net Zero Housing Plan which outlines the challenges of retrofitting privately owned and rented housing in Leeds, including low-income Victorian terraced areas and more affluent areas requiring more expensive improvements. The plan sets out the key actions that need to be taken to accelerate housing decarbonisation within the existing stock, both locally/regionally and at a national level.

The White Rose Forest Strategy for Leeds aims to significantly increase the existing 17% tree canopy cover across the district to 33% by 2050 in partnership with business, residents, institutions, communities, landowners, and farmers. It will build on the substantial work that the Council already carries out around the planting and management of trees, as well as encouraging planting and protection of trees through the planning process.

In February 2022, the council published the Energy Strategy and Action Plan (ESAP) for our own operations. This is based around reducing the demand for energy is the first principle, i.e. through the c£25m PSDS phase 1 investment, before then meeting the energy demand by the greenest method available. This is likely to see the council make a significant strategic investment in renewables to self-supply green electricity as well as installing more heat pumps and connecting more buildings to district heating.

We are currently updating our Local Plan. The focus is on the role of planning in helping the Council deliver its climate emergency commitments. The five key topics of the update are carbon reduction, flood risk, green infrastructure (including biodiversity), place making and sustainable infrastructure.

The Connecting Leeds Transport Strategy sets out our vision for Leeds to be a city where you don't need a car, where everyone has an affordable, low carbon, healthy and accessible choice in how they travel. The strategy outlines the key steps to deliver the changes needed in Transport to meet the city's 2030 target of making Leeds Carbon neutral. Key highlights of projects and schemes delivered in the last year include the opening of Stourton Park and Ride (the UK's first solar powered park and ride), £161 million investment in Leeds Train Station that has increased the capacity of the station to work towards meeting existing demand, and delivery of a rapid charge that now provides 30 dual 50kW rapid charging stations across 28 locations that are spatially spread across the city.

Leeds currently holds the 'Sustainable Food Places' Bronze award and work is now beginning, alongside Food Wise Leeds, towards the Silver and Gold awards. A fundamental part of this is the development of a cross-cutting food strategy for the city. Several events and workshops have taken place with local food organisations to develop the objectives of the strategy, and the first draft will be considered at Executive Board in Autumn 2022 with a full public consultation to follow.

The council's scope 1, 2 and 3 emissions are [reported annually to Executive Board](#) and are also provided as part of the annual submission to the Carbon Disclosure Project (CDP).

Carbon mitigation in project and programme design

The council continues to work to shrink the corporate estate in response to new ways of working and changes to models of service delivery, as well as ongoing work to raise awareness amongst building managers, staff and service users of the impacts of energy usage, and the improved use of data to understand where further energy savings can be achieved through better energy management.

All formal council decisions must evidence impact on our net zero ambitions as one of three key strategic aims through our corporate report template. The Environment, Housing and Communities Scrutiny Board also has oversight functions relating to executive decisions and other matters of interest regarding climate change, providing checks and balance to the city's journey to net-zero.

Overview of projects assessed as part of the CA Carbon Impact Project

This section provides information relating to some of the specific projects assessed, highlighting the strategic benefits of these programmes including mitigation and offset issues which may not have been addressed within the CA carbon impact assessment.

Flood Alleviation - Leeds (FAS2).

The assessment has not quantified the benefits accruing from a reduction in flood events. A study by students at the University of Edinburgh suggested that prevention of a single 1 in 200 year flood event would save over 50,000 tCO₂e, which is greater than the capital carbon emissions. The FAS2 scheme also includes a 20% target emissions reduction during construction and measures currently employed including sourcing clay from an adjacent field instead of transporting it, using electric vehicles, switching to Hydrotreated Vegetable Oil for use by plant, and Eco Sheet Piles made from scrap metal. The scheme has already planted 400,000 trees.

Leeds City Centre Network and Interchange Package – Armley Gyratory.

The removal of traffic from the city centre is a key part of the aspiration to make the city centre a more liveable, walkable environment supporting sustainable living and moving around on foot, by bike or public transport, through better facilities, cleaner air and world-class open spaces. Reallocation of roadspace is required to achieve these aims including the closure of City Square to through traffic, which displaces traffic away from the city centre and onto the Inner Ring Road. The proposed improvements at Armley enable further roadspace reallocation and priority for sustainable modes. It also helps to future-proof the city centre for other future developments required to serve a growing city centre including Mass Transit. It is a stated aim in the approved Transport Strategy to remove traffic from the city centre, and the Armley Gyratory improvements facilitate this by providing some extra capacity on the Inner Ring Road at a key location. Although appraisal shows an increase in emissions from the Armley Gyratory scheme is isolation, the strategic case is strong when all future aspirations are taken into account.

TCF Leeds Station Sustainable Travel Gateway.

Investment in improvements to Leeds Station, the busiest outside London, is vital to meet growing demand for rail services and provide an effective high-capacity sustainable travel option to and from the heart of Leeds to complement bus services, the proposed Mass Transit system and the developing cycle network.

Park and Ride schemes: A64 and Temple Green extension.

One of the benefits of the council's recent investment in park and ride is that it has allowed the capacity of the transport network to be maintained after a reduction in the supply of 'cleared site' car parking on the periphery of the city centre to facilitate redevelopment such as the £1bn Aire Park development on the former Tetley Brewery site. The Council's most recent addition to the park and ride network is at Stourton, which uses electric buses charged from solar panels, electric charging points, and included the planting of 11,000 trees and operates with a net annual saving of nearly 500 tCO₂. This scheme has set the benchmark for quality and sustainability and indicates the council's aspirations to reduce emissions across the range of travel options wherever this can be delivered.

Fink Hill

The junction improvement provides much needed connectivity across the outer ring road, providing signalised crossings to reduce severance and encourage walking, cycling and access to public transport. The scheme's carbon assessment included a coding error and a corrected value shows a marginal benefit in terms of carbon based on increased efficiency of the junction operation.

TCF Leeds City Centre Cycle Network. The scheme shows a modest benefit in the appraisal, but the Mayor has an ambitious target for growing cycling and the council is also continuing to expand its network of segregated safer cycle routes which will also contribute to growing demand.

A6120 Leeds Northern Outer Ring Road improvements.

This scheme has no further development or implementation funding at this present time.

Additionally, it should be noted that the **Leeds District Heat Network (DHN) – Leeds Pipes** was not assessed as part of the CA carbon impact toolkit development work as not all key information

was available at the time of assessment. Subsequently Leeds Council has updated the project carbon assessment using a benchmarking exercise with other operators of DHNs fed by EfW plants and used this to refine the approach to calculating the carbon factor for the heat supplied through the DHN. This is now done using the methodology created by the Building Research Establishment (BRE) based upon establishing the amount of grid electricity and gas that has been displaced by the DHN, utilising up-to-date carbon factors for both. Applying this methodology and relevant factors to customers counterfactual positions, and including emissions from losses and pumping, yields a total carbon saving of over 7000 tonnes pa when supply is 38GWh pa.

The Leeds PIPES project is a multi-phase project, developed by Leeds City Council and constructed and operated by Vital Energi. The network is owned by the council and enjoys strong political support, as it is a key part of the council's net carbon zero strategy. The network went live in 2019, utilising low carbon heat from the city's Recycling and Energy Recovery Facility (RERF) to supply council flats and commercial businesses around the Quarry Hill area of Leeds as well as St James' Hospital and Leeds Beckett University. Additional significant connections will be made throughout 2022, which will increase the supply of low carbon heat to c38GWh pa

Wakefield

Wakefield Council has pledged to become a carbon neutral organisation by 2030, for those emissions that are under its direct control. This means having a net zero carbon footprint, and the aim is to help the entire district achieve this goal too, within the same timeframe - if possible - but by 2038 at the latest. This is consistent with the West Yorkshire net zero target.

A Wakefield Council report, produced in partnership with low carbon energy experts, shows that if the Council is to meet the target of being a carbon net zero district by 2038 there is a need to:

- Reduce car use by 30%
- Increase walking by 80%
- Take 20 times more journeys by bike

How strategic programmes and initiatives in Wakefield support the net zero ambition

Wakefield Council has produced a climate change action plan that sets out how it will go about achieving this ambition over the next ten years, which it is committed to deliver and which will be further developed as new technologies emerge. Six priority workstreams have been identified that target activities and actions of the Council as an organisation, residents and visitors. These comprise Low carbon estate, Low carbon fleet, renewable energy, carbon offsetting, behaviour change / influencing and place : district wide net zero.

A greener Wakefield district is a key priority identified in the 2022 – 2024 Corporate Plan with achievement of carbon and net zero targets specifically listed. A greener district will be achieved by continually investing in parks and open spaces and doing our bit to tackle climate change.

Wakefield's corporate plan has recently been updated and now addresses the importance of tackling climate change. As a result the directorate has also been refocused and named to Communities, Environment and Climate Change and the Climate Change Team is in the process of being established. It's recognised that the level of investment needed to decarbonise is significant and Wakefield has recruited an additional bid writer to help secure additional funding support. To deliver Net Zero it will require a collaborative approach and one that each service area will need to contribute to with the support of the Climate Change Team.

Each workstream will report progress on a bimonthly (8 weekly) basis to the programme board, and this will capture key milestones achieved in the last quarter and any risks or issues for the workstream in question. A suite of relevant key performance indicators will also be developed to assist with performance management and this will capture key milestones achieved during the last reporting period and any risks or issues for the workstream in question. The council will continue to report our greenhouse gases through existing government reporting requirements and a carbon reduction tracker will also be used to quantifiably monitor progress made towards net zero, both organisationally and in relation to the district itself.

In February of each year, between 2021 and 2029, an annual report will be published to summarise the progress made during the previous calendar year, and to give a forward projection of the projects anticipated for delivery within the remainder of that calendar year

Carbon mitigation in project and programme design

All schemes presented to cabinet for addition on to the capital programme are required to consider impact on climate change in Cabinet reports. The Council has adopted the following approach to managing carbon generation.

- 1) Avoid – staff training in carbon literacy, to change behaviours (e.g. reduce business miles by not making journeys)
- 2) Reduce – for example by adopting energy efficiency measures and decarbonising the running of the Council's estate, such as using electric vehicles.
- 3) Substitute – for example by self generation of energy and buying renewably generated energy
- 4) Compensate – where the Council can't avoid, reduce or substitute then good quality carbon offsetting projects will be used to cover the balance. This will include urban greening in transport projects.

When projects are developed it is expected that the Council's future procurement activity addresses both climate change and wider sustainability issues. The Council will engage with its' existing supply chain to reduce current service delivery-based emissions as well. The Council is reviewing procurement guidelines and category plans in line with the internationally-recognised guidance standard set out by ISO20400.

The Council will make relevant interventions into future procurement activity, based on a system of prioritisation, to ensure that the contract provision created aligns with climate change ambitions. The Council will engage with existing suppliers to ascertain ongoing carbon reduction activities that can be attributed to service delivery in the district and to encourage greater action where opportunities exist.

Overview of projects assessed as part of CA carbon impact project

Two schemes in the Wakefield district have been assessed, the Castleford Growth Corridor Scheme and Wakefield City Centre Package (Phase 2) - Ings Road.

Castleford Growth Corridor Scheme

The Castleford Growth Corridor scheme has been under development for some time. The scope of the scheme has been reduced from that originally envisaged to reduce scheme costs. The approved OBC scheme included some road widening and capacity increases at junctions to support development (housing and employment) in the area to the north east of the town centre. It is acknowledged that modelling of the scheme at OBC only allowed for reassignment with no consideration of potential induced traffic and that this needs to be addressed in any further modelling.

As detailed design has progressed, the scope of the scheme has changed to focus more on addressing issues for active travel with more limited capacity increases. Counterintuitively an updated carbon appraisal may conclude that the revised scheme is less beneficial, as modelling would be expected to show less carbon benefits (as congestion might be forecast to increase). If the new modelling accounts for induced traffic it is anticipated that the revised scheme will be forecast to induce little extra traffic as capacity changes are modest. No account has yet been made for the potential carbon benefits of modal shift to active travel that the scheme would encourage. The assessment work for the Full Business Case for the revised scheme will assess and quantify this. The aim is to facilitate growth with a greater emphasis on sustainable travel.

Wakefield City Centre Package (Phase 2)

The Wakefield City Centre Package (Phase 2) - Ings Road has been under development for some time as the final part of a package of improvements that have increased capacity to address congestion as well as improving crossings for active travel users. Since the OBC was approved, further scheme development work has been undertaken on adjacent schemes proposed for the A638 Doncaster Road (Corridor Improvement Programme 2) , City Centre and A61 (Transforming Cities Fund). These corridors interact closely with Ings road. Modelling has suggested that the Ings Road scheme as presented at OBC may shift issues to the A638 Doncaster Road and A61 Barnsley road.

The recent work on these corridors has indicated that a revised scheme is required for Ings Road, with more focus on active travel, and less capacity increases for general traffic. Similarly to the Castleford Growth Corridor scheme a revised carbon assessment of the reduced scheme may conclude that it has less benefits due to the model forecasting a smaller reduction in congestion. Quantified modal shift analysis would be expected to indicate some additional carbon benefits to offset the previously modelled traffic benefits.



Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: **Project Approvals**

Director: Melanie Corcoran, Director of Delivery

Author: Craig Taylor, Head of Portfolio Management and Appraisal

1 Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 The schemes outlined in this report have come directly to the Combined Authority as they are seeking decision point 2 (strategic outline case) approval and delegation of authority to the relevant thematic committee to approve future change requests. The schemes will be reported to the relevant thematic committee as appropriate.
- 1.3 The recommendations can be found in Section 13 of this report.

2 Impact of COVID-19

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

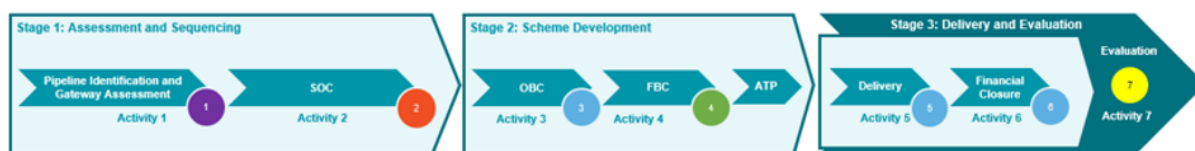
3 Tackling the Climate Emergency Implications

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

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

4 Report

- 4.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. These schemes have a funding value of £78,768,000 when fully approved, of which £49,885,000 will be funded by the Combined Authority. A total expenditure recommendation to the value of £4,498,912 is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.
- 4.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project-by-project basis.
- 4.3 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.



Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

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

presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.

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

Stage 3: Delivery and Evaluation

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

Value for Money - Benefit Cost Ratios

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

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

Scheme Summaries

<p>West Yorkshire Climate and Environment Plan – Wave 1</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The West Yorkshire Climate and Environment Plan (CEP) is the regional response to addressing the climate emergency and achieving net-zero carbon by 2038. The CEP sets out the critical actions for the next three years to cut emissions, support nature recovery and be ready for the impacts of a changing climate. 15 of these actions have been prioritised for delivery over three development waves, with Wave 1 comprising the following seven actions:</p> <ul style="list-style-type: none"> • Better Homes Hub • Better Neighbourhoods • Business sustainability • Communications, engagement, and marketing • Flooding and drainage • Green skills support • Solar panels and battery storage <p>Wave 1 is expected to include supporting businesses with decarbonisation plans, flood adaptation grants, energy efficiency, supporting households with energy efficiency measures and an increase in local clean energy generation through the installation of solar panels.</p> <p>Wave 1 will directly contribute to the objectives of the Strategic Economic Framework (SEF) and mayoral pledges, particularly around addressing the climate emergency. Further waves of the CEP will be submitted at a later date.</p> <p>It is proposed that a significant proportion of funding for the seven actions will come from the £40,000,000 gainshare allocation for Investment Priority 4 (IP4): Tackling the Climate Emergency. Additional funding from other sources, including government and private sector will be identified as business cases develop.</p> <p><u>Impact</u></p> <p>Wave 1 is expected to directly address challenges around emissions, fuel poverty, health and wellbeing and the cost of living. However, as development of Wave 1 is still at an early stage, its impact has not yet been fully quantified, but work will continue on this as part of business case development.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case)</p> <p>Total value - Ranges from £42,500,000 to £66,000,000</p> <p>Total value of Combined Authority funding - £40,000,000</p> <p>Funding recommendation sought - £836,240</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>LEEDS 2023 – Women of the World, Women of West Yorkshire</p> <p>Leeds</p>	<p><u>Scheme description</u></p> <p>The Women of the World, Women of West Yorkshire scheme is a major and unique cultural project within the wider LEEDS 2023 programme. This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of the region's women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor, Leeds. Over 10 months the scheme will deliver a series of workshops and activities enabling participants to co-design a programme of events.</p> <p>The scheme will take place across a range of venues (e.g., workshops, training, engagement activities) and will end with 2 weeks of cultural activities on Cinder Moor.</p> <p>The scheme is to be funded through the Gainshare fund.</p> <p><u>Impact</u></p> <p>Due to the nature of the scheme, no benefit cost ratio (BCR) has been calculated. Wider benefits of this scheme include improved awareness and opportunities in the construction and design industry for future employment focused on women, girls and non binary people from all backgrounds and ages. These will be further developed and set out when the scheme returns at Full Business Case</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £1,500,000</p> <p>Total value of Combined Authority funding - £1,500,000</p> <p>Funding recommendation sought - £551,672</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Leeds City Centre Package: City Square Plus</p> <p>Leeds</p>	<p><u>Scheme description</u></p> <p>The City Square Plus scheme will be delivered through the Leeds City Centre Package (LCCP) programme funded by the West Yorkshire plus Transport Fund (WY+TF) and City Region Transport Settlement (CRSTS).</p> <p>The City Square Plus scheme includes the closure of City Square, East Parade bus gate, Thirsk Row two-way operation, and Calverley Street reconfiguration, supported by traffic management measures and a signing strategy.</p> <p>The LCCP programme complements schemes being delivered through the Combined Authority's Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect, as well as schemes led by National Highways through their Road Investment Strategy.</p> <p>The total scheme is to be funded from the West Yorkshire plus Transport Fund, CRSTS, Section 106 developer contributions, Leeds City Council's Urban Traffic Management Control (UTMC) pot and Leeds City Council have committed to underwrite the remaining costs to allow the scheme to proceed.</p> <p><u>Impact</u></p> <p>Closure to City Square will stop through traffic and re-route it to more appropriate roads on the Inner Ring Road. This will allow City Square to be pedestrianised, improving connectivity and safety for people travelling by bike or on foot, and making it more attractive to walk or cycle to employment, housing, retail, education, and public transport (bus & rail).</p> <p>The scheme will also improve bus journey reliability with new bus gates, new bus stops, and changes to bus routes to complement the wider network. Buses will also no longer have to compete for road space with motorists.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 4 (FBC) and work commences on activity 5 (Delivery).</p> <p>Total value of the scheme - £11,268,000</p> <p>Total value of Combined Authority funding - £8,385,000</p> <p>Funding recommendation sought - £3,111,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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5 Information

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

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

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

Projects in Stage 1: Assessment and Sequencing

Project Title	West Yorkshire Climate & Environment Plan – Wave 1
Stage	1 (assessment and sequencing)
Decision Point	1 (strategic assessment)

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

Background

- 5.3 The West Yorkshire Climate and Environment Plan (CEP) sets out the regional priorities for responding to the climate emergency, protecting the environment, and achieving a net-zero carbon West Yorkshire by 2038. The CEP was agreed by the Combined Authority in October 2021 and will be delivered in partnership across a range of organisations.
- 5.4 The CEP sets out the critical actions for the next three years to cut emissions, support nature recovery and be ready for the impacts of a changing climate.
- 5.5 The CEP has eight themes covering 39 actions and aims to deliver the following outcomes:
- Reduction in regional emissions across all sectors
 - Recovery and enhancement of nature and increase in biodiversity green spaces and trees, and natural environments
 - Increase in the number of zero carbon and environmental projects
 - Alignment with complementary jobs and skills programmes
 - Increase in funding and resources in the net-zero carbon economy
 - Warm, healthy, affordable, low carbon homes
 - Adaptation and resilience to a changing climate
 - Improved productivity
 - Healthier people.

- 5.6 In February 2022, the Combined Authority approved an indicative allocation of £40,000,000 from the gainshare allocation for Investment Priority 4 (IP4): Tackling the Climate Emergency, to support the delivery of the CEP and IP4. The indicative gainshare allocation complements other funding sources to address the climate emergency and progress the CEP including City Region Sustainable Transport Settlement (CRSTS) and Zero Emission Bus Region Area (ZEBRA) fund to achieve transport objectives, and government funding for example for the production of a Local Nature Recovery Strategy (LNRS) for West Yorkshire.
- 5.7 Funding in excess of the £40,000,000 indicative gainshare allocation is needed to deliver all 39 actions in the CEP. A prioritisation exercise has therefore been undertaken and approval was given by the Combined Authority in March 2022, to prioritise 15 of the 39 actions, over three development waves with Wave 1 focussing on the following seven CEP actions:
- Better Homes Hub.
 - Better neighbourhoods.
 - Business sustainability.
 - Communications, engagement, and marketing.
 - Flooding and drainage.
 - Green skills and training.
 - Solar panels and battery storage.
- 5.8 This Gainshare allocation complements other funding sources that are being used to address the climate emergency and progress the CEP, such as the City Region Sustainable Transport Settlement (CRSTS) and Zero Emission Bus (ZEBRA) fund to achieve transport objectives, and government funding e.g. for the production of a Local Nature Recovery Strategy (LNRS) for West Yorkshire. Multiple proposals are also being taken forward with use of existing resource including exploring our approach to biodiversity net gain and the opportunity for hydrogen in West Yorkshire. Tackling the climate emergency objectives are being considered as part of every scheme proposal of the Combined Authority. The development funding sought here is for the scope of activity being prioritised against the indicative £40m Gainshare funding allocation. The areas prioritised include actions that we can move swiftly into a delivery phase and also includes activity that will kickstart long-term delivery where significant carbon savings can be made, such as the Better Homes Hub.
- 5.9 **Appendix 2** provides an overview of what each of the seven actions will cover and has been developed in consultation with local authority partners and the Combined Authority's Climate, Energy and Environment Committee. Further refinement of the scope of activities will be undertaken as part of business case development.

- 5.10 Wave 1 has been considered by the Combined Authority's Strategic Assessment Panel, at which point it was identified that development costs of £3,600,000 were needed to develop the Wave 1 strategic outline case and subsequent business cases. Approval is now sought from the Combined Authority for Wave 1 to proceed through decision point 1 (strategic assessment) and for work to commence on activity 2 (strategic outline case) and for development costs of £836,240 from the gainshare allocation for IP4, to expedite delivery by funding Combined Authority programme management, staffing resource and technical support at an early stage, for the development of the Wave 1 strategic outline case and subsequent business cases.
- 5.11 The Combined Authority does not have the resources in place for the development of Wave 1 and there is a significant risk that it will not be able to mobilise quickly enough if resources are not secured at an early stage.
- 5.12 It is expected that on approval of the Wave 1 strategic outline case each of the seven actions will then progress as individual schemes through the assurance framework.

Tackling the Climate Emergency Implications

- 5.13 The West Yorkshire Climate and Environment Plan and the actions highlighted within it will all contribute to tackling the climate emergency and meeting the net-zero carbon by 2038 target. It translates the findings of the West Yorkshire Carbon Emission Reduction Pathways into the tangible actions that need to be implemented in the short-term i.e. next three years, to ensure the region is on a pathway to reaching its climate goals.

Outputs and Benefits

- 5.14 The scheme outputs and benefits are expected to include:
- 500 businesses supported with decarbonisation plans and carbon foot printing.
 - 250 – 300 businesses receiving detailed sustainability audits.
 - Energy and sustainability curriculum-based teaching modules provided to 50 schools and 12,500 children through Solar for Schools.
 - Approx. 6,000 visits to the FutureGoals website each month, accessing careers information and inspiration.
 - 1,000 well paid, skilled, green jobs for young people in West Yorkshire.
 - 100 businesses supported with flood adaptation grants.
 - Up to 4,500 fuel poor households supported with energy efficiency measures as part of 7,000 to 13,000 total households supported with measures.
 - 300 businesses supported with energy efficiency climate adaptation and net zero carbon planning.

- Reduction in CO2 emissions from business, housing and public sector estate (to be quantified).
- Increase in local clean energy generation through the installation of 1,000 – 2,000 households with solar panels and battery storage, 50 schools with solar panels, and an increase in total solar panel capacity by up to 15.8 MW.
- Nine natural flood management schemes providing enhanced flood protection, carbon capture and improved biodiversity.

5.15 As further development activity occurs the scheme outputs will be refined, and additional outputs added.

Inclusive Growth Implications

5.16 Inclusive growth will be embedded across all activities to ensure local benefits can be delivered. This will be drawn out in further project development activity for the scheme, for example the potential to deliver local carbon savings, social value, and opportunities to support local climate resilience.

Equality and Diversity Implications

5.17 Meeting net-zero carbon and transitioning to a net-zero economy should be equitable and not be at the expense of any groups or communities. To that extent, equality and diversity implications and solutions will be cross-cutting and integrated across Wave 1 and its component parts, to ensure no one is adversely affected. As part of further Wave 1 development all activities will have equality and diversity measures included in their design.

5.18 The principles of inclusivity, diversity and equality are incorporated across Wave 1, with an Equality Impact Assessment (EqIA) produced at decision point 1 (strategic assessment). A further EqIA will be produced at strategic outline case and for the individual components of Wave 1 as they progress through the assurance process.

Risks

5.19 The scheme risks include:

- A risk of delay in the recruitment of the core team and additional required posts, mitigated by seeking development costs at an early stage.
- A risk of failure to deliver expected carbon savings, mitigated by robust programme design supported by technical experts and stakeholder engagement.
- A reputational risk if Wave 1 does not progress quickly enough, mitigated by widescale stakeholder engagement and communication, and securing additional resources.
- A risk of scope limitation due to escalating costs, mitigated by using up to date cost estimates, including risk and contingency funding, and regular engagement with industry.

Costs

- 5.20 The total scheme cost for Wave 1 is expected to range from £42,500,000 to £66,000,000. The Combined Authority's contribution is £40,000,000 from the gainshare allocation for the climate emergency. Match funding from other sources for example government and the private sector has yet to be identified. Costings will be refined, and match funding identified as part of the development of the strategic outline case.
- 5.21 Approval is now sought for development costs of £836,240 from the gainshare allocation for the climate emergency to fund technical support for the development of business cases for the actions and additional staffing resource to expedite delivery, as follows:

Description	Cost
Better Homes Hub	
Purchase of housing stock data and energy modelling to support further project development activity.	£50,000
Technical support for Social Housing Decarbonisation Fund Wave 2.	£50,000
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£232,302
Communications, marketing, and engagement resource	
Resource to support a coordinated and strategic approach to communications, marketing and engagement across the scheme and all subsequent schemes brought forward from the Climate and Environment Plan.	£123,646
Flooding and drainage	
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£123,646
Solar Panels and battery storage	
Programme delivery resources to support further project development activity and the seamless transition into delivery.	£123,646
Due diligence on financial model.	£18,000
General development funding	
Monitoring and evaluation framework to ensure the impact of the scheme can be measured and reported.	£15,000
Economic and financial case project development support.	£100,000
Total funding	£836,240

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Combined Authority's Strategic Assessment Panel Decision: Combined Authority	22/07/2022
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022

Other Key Timescales

- 5.22 Other key timescales will be confirmed at strategic outline case stage.

Assurance Tolerances

Assurance tolerances
Assurance tolerances will be set at strategic outline case stage.

Appraisal Summary

- 5.23 Appraisal will be undertaken at strategic outline case stage.

Recommendations

- 5.24 The Combined Authority approves that:
- (i) The West Yorkshire Climate & Environment Plan – Wave 1 proceeds through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case).
 - (ii) Development costs of £836,240 are approved to ensure staffing resources are in place and technical expertise is available for the next stages of business case development and programme management. Total scheme costs currently range from £42,500,000 to £66,000,000.
 - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Projects in Stage 2: Development

Project Title	LEEDS 2023: Women of the World, Women of West Yorkshire
Stage	2 (scheme development)
Decision Point	3 (outline business case)

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

Background

- 5.25 This scheme will be funded by the Combined Authority's Gainshare Fund as part of the gainshare funding envelope for the Combined Authority's Investment Priority 6: Culture and Creative Industries. This investment priority aims to recognise and develop the role Culture plays in supporting the visitor economy, thereby maximising the potential for cultural and creative businesses and their supply chains and increasing employment into the sector.
- 5.26 LEEDS 2023 is a year-long celebration of culture that is for Leeds, with Leeds, and inspired by Leeds. The programme will deliver 12 signature events along with numerous creative experiences all over the city: from dance to architecture, poetry, sport, and sculpture. The programme will promote Leeds and the region locally, nationally, and internationally, celebrating the region as a great place to live, work, and visit.
- 5.27 This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor. The WoW construction will be built over a 24-hour period, using sustainable materials, by women, girls and non-binary people, working alongside experts to promote women in the construction and design industry. The construction will then be used over two weeks for live events, professional networking, and other activities. Leeds Culture Trust are working

collaboratively with Leeds City Council and the WoW (Women of the World) Foundation for delivery of this element of the LEEDS 2023 Programme.

- 5.28 This scheme comes forward at outline business case to request development costs of £551,672 in order to fund the preparatory work required to have the project fully development for the launch on LEEDS 2023 in January 2023.
- 5.29 This scheme received indicative approval for funding of between £1.3 million and £1.5 million at the Combined Authority on 17 March 2022. This project was also supported by the Culture, Arts and Creative Industries Committee on 16 March 2022.
- 5.30 A summary of the scheme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 5.31 LEEDS 2023 is working with key partners in the city to ensure that the year is delivered in line with the Sustainable Arts in Leeds (SAIL) Carbon Road Map. A Sustainability Action Plan has been developed for this scheme which aligns to Leeds Net Zero Strategy. Considerations such as the type of materials, the transportation method used for material delivery on site, power, and the equipment to be used have been taken into account for delivery of this scheme. A full carbon assessment will be completed for the next stage in the assurance process.

Outputs and Benefits

- 5.32 The scheme will bring benefits to West Yorkshire's visitor economy by attracting visitors from across the region and the UK. Collaboration with the internationally successful WoW Foundation is expected to bring a large online audience from across the world, providing inspiration as well as raising the profile of the West Yorkshire region.
- 5.33 More detailed outputs and benefits will be developed during the next stage of the project and will be set out in the final business case, once the preparatory work required to have the project fully development for the launch on LEEDS 2023 in January 2023 has been completed.
- 5.34 Due to the nature of this scheme, no formal benefit cost ratio (BCR) has been calculated. The scheme will contribute towards addressing the gender gap in the construction industry, promote positive attitudes to women, girls and non-binary people, and deliver wider benefits for residents and visitors to Leeds. Through partnership working with , Calderdale, Wakefield, Bradford and Kirklees benefits will be shared across West Yorkshire by providing shadowing and training opportunities with cultural and construction professionals.

Inclusive Growth Implications

- 5.35 This scheme aims to improve awareness and opportunities for future employment. Leeds City Council will work closely with LEEDS 2023's employment and skills workstream to ensure that those facing the most

barriers to employment gain opportunities to access jobs in the creative industries and cultural sector as a result of taking part in this scheme.

- 5.36 This scheme will inspire women, girls and non-binary people from all socioeconomic and cultural backgrounds across West Yorkshire. It will invite everyone to celebrate and participate in the possibilities of a gender equal world.
- 5.37 This scheme will change perceptions and remove barriers for women in construction.

Equality and Diversity Implications

- 5.38 Equality and diversity have been embedded into all stages of this scheme. An initial Equality Impact Assessment has been carried out and continuous assessment and adjustment will be undertaken throughout this scheme and its business case development.
- 5.39 The scheme's focus is on engagement with those with the protected characteristics of sex (including gender and sexuality), age, race and disability. Activities and events will be designed around the promotion and inclusion of equality, particularly for these groups.
- 5.40 LEEDS 2023 follows The Social Model of Disability which was developed by Disabled people and described people as being disabled by barriers in society, not by impairment or difference. To achieve this LEEDS 2023 will work with an independent access panel, and work with people with lived experience in co-designing the project.
- 5.41 West Yorkshire has a very diverse population and the communication and planning of this scheme will reflect this, ensuring that the event achieves the widest possible reach in terms of attracting both active participants and audiences.

Risks

- 5.42 The scheme risks include:
- Increased cost of materials, skills and labour which could lead to the project being undeliverable within the allocated budget. This is mitigated by carrying out feasibility processes with experts to scope out the requirements for the project. A contingency allowance has been allocated specifically to cover the likely higher inflation rate.
 - Lack of permissions (statutory permission required e.g., building control sign off, Temporary Event Notice) resulting in the project not being deliverable at the intended scale. This is mitigated by early engagement with the Local Authority and statutory bodies to plan timeframes and a robust project timeline with dependencies shown to ensure permissions are applied for with sufficient time for any appeal processes if necessary.

Costs

- 5.43 Total scheme costs are £1,500,000 which will be fully funded by the Combined Authority's Gainshare Fund.
- 5.44 Approval of development costs of £551,672 is sought to complete the designs and enable further planning of this scheme.

	Total
Construction	
Production personnel	£28,000
Staff/Security/First aid	£0
Material, Venue & site costs	£70,000
Rigging, technical & misc.	£0
Programme and skills	
WOWZERS	£0
Programming	£0
Market Place	£0
Think-ins	£10,267
Construction training and workshopping	£12,000
Bootcamps	£0
Participant expenses	£200
Producing & Personnel	£18,000
Access & interpretation	£6,000
Legal	£833
Marketing and Comms (Programme)	£0
Marketing and Comms	£85,000
Evaluation	£5,000
Contingency	£63,878.66
Inflation	£51,528.80
VAT	£83,357.30
TOTAL	£551,672.60

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/07/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Culture, Arts and Creative Industries Committee	25/11/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/12/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/07/2023

Other Key Timescales

- 5.45 Further details will be included at full business case.

Assurance Tolerances

Assurance tolerances
That Combined Authority costs remain within those outlined in this report That delivery (DP5) timescales remain within 3 months of those outlined in this report.

Appraisal Summary

- 5.46 This scheme will promote equality, inspire and encourage women, girls and non-binary participants into education and careers in the construction and design sector. The scheme supports the mayor's pledges to prioritise skills and training for women and girls and support local businesses. The scheme is also closely aligned with the Combined Authority's Cultural Framework, West Yorkshire Investment Strategy (Investment Priority 6), and Strategic Economic Framework.
- 5.47 The scheme is currently finalising the scope and producing designs to enable confirmation of the benefits and engagement activities to be received as part of the next stage in the assurance process.

Recommendations

- 5.48 The Combined Authority approves that:

- (i) The LEEDS 2023: Women of the World, Women of West Yorkshire scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) Indicative approval to the total scheme value of £1,500,000 is given. The total scheme value is £1,500,000.
- (iii) Development costs of £551,672 are approved in order to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £551,672.
- (iv) The Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £551,672.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Leeds City Centre Package: City Square Plus
Stage	2 (scheme development)
Decision Point	4 (full business case)

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

Background

- 5.49 The City Square Plus scheme has been identified for delivery through the Leeds City Centre Package (LCCP) programme funded by the West Yorkshire plus Transport Fund (WY+TF). The LCCP aspiration is to transform travel within Leeds city centre through the removal of unnecessary through traffic and to re-prioritise major routes to public transport, pedestrians, cyclists, and public space.
- 5.50 Additional funding is being requested from the City Region Sustainable Transport Settlement (CRSTS) fund. On 1 April 2022 the Department for Transport (DfT) awarded £830 million in CRSTS funding to the Combined Authority and is a five year programme ending in April 2027. The programme includes the Leeds City Centre Bus Priority and Active Travel package and has been allocated £4,700,000 to deliver four schemes: Loop Road North Cycleway, East Parade Bus Gate, Loop Road South Cycleway, and West Side Bus Priority (Thirsk Row). City Square Plus brings forward the works at East Parade (Bus Gate and Calverley Street) and West Side Bus Priority (Thirsk Row). Objectives of CRSTS include driving infrastructure growth and encouraging a shift from car use by improving bus priority and options for cycling and walking, to reduce carbon emissions.
- 5.51 The LCCP programme complements schemes being delivered through the Combined Authority's Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect, and schemes led by National Highways through their Road Investment Strategy. The LCCP programme includes:
- Infirmar Street Gateway and Park Row - Infirmar Street converted to two-way to remove through traffic from City Square. Park Row to one-

way southbound, with pavement widening, and consolidation of bus stops.

- Meadow Lane - Changes to road layout, bus and pedestrian priority measures and provision for safer cycle ways.
- A64 Regent Street flyover – Rebuilt as the existing structure had come to the end of its usable life.
- Armley Gyratory - Enhancement to the highway capacity at the gyratory to accommodate re-routed traffic on to the inner ring road (phase 1), and the replacement of the existing footbridges with new LTN1/20 compliant walking & cycling footbridges (phase 2).
- City Square Plus (this scheme) – Pedestrianisation of City Square and closure to through traffic, Thirsk Row converted to two-way working, King Street converted to two-way working, East Parade bus gate, and Calverley Street revised to two-way working with on-carriageway cycle track.

5.52 Since the 2008 vision for the future of Leeds city centre, the Council and partners have been progressing and delivering a people, and not car, first approach to its infrastructure delivery.

5.53 Through a range of co-produced and collaborative strategies, the city is making major progress in the delivery of a people centric infrastructure and public spaces across the city centre. Such projects focus on providing high quality spaces in between buildings which meets the needs of people first, to improve connectivity to and from surrounding neighbourhoods (amongst the most deprived in the country), help tackle the climate emergency and to foster enjoyment, community, innovation, and collaboration – all whilst ensuring there is sufficient resilience within the highway network and promoting sustainable transport modes.

5.54 Accordingly, this has long been embedded within planning policy, which sets out a strategy that traffic will be encouraged to move around the city centre rather than through it. The Inner Ring Road will have the greatest volume of traffic, while a proposed City Boulevard will accommodate slower moving vehicles, prioritising pedestrians, and cyclists in a pleasant and safe environment.

5.55 To achieve this, the vision is predicated upon the removal of through traffic from the city centre and the provision of additional capacity along the M621 and at Armley Gyratory. This has been the foundation of bold regeneration momentum in Leeds and as a package of works they will support:

- Better connectivity for deprived neighbourhoods – routes to main growth areas for the communities of New Wortley, Holbeck and Hunslet will be vastly improved, and road safety will be dramatically improved with fewer roads.
- The delivery of Aire Park – the largest new city centre greenspace in the UK, which is being delivered in partnership with the Combined Authority

through the Getting Building Fund. In addition, the infrastructure changes will substantially enhance pedestrian and public transport access for over 10,000 students using Leeds City College, University Technical College and Leeds College of Building.

- The delivery of City Square – a core commitment in the co-produced Leeds Station Masterplan, a crucial component in Channel 4's location at the Majestic, and a central focus for Leeds 2023. This will create a nationally significant public space at city square which will be a major cultural outdoor events space and world class gateway entrance into the city.
- Housing growth – on the back of the strategy, there is a greater confidence on city centre housing on brownfield sites due the city centre being liveable. 4,000 homes are under construction in Leeds, with a pipeline of over 4,000 more on the South Bank alone.
- Jobs growth – increasingly, businesses are highlighting the need for quality spaces between buildings to attract talent and the proposals benefit the target of 8,000 new jobs across the South Bank, as well as making the West End, the prime office core, along Wellington Street a more attractive proposition and better connected to New Wortley and Holbeck.
- Mass Transit – through the Leeds Integrated Station Masterplan, there is the proposal for Mass Transit to run through Neville Street to connect the system between North and South Leeds. Removal of through traffic is essential to the effective delivery of Mass Transit in this location and to stop the street being amongst the most polluted in the UK.

- 5.56 City Square is a public square located by the Queens Hotel exit of Leeds Rail Station and is a busy thoroughfare for pedestrians, cyclists, buses, taxis, and cars. As a result, the Square and the area around it is often congested, meaning motorists, bus users, pedestrians and cyclists using the controlled crossings experience delays at peak times. This congestion also leads to poor air quality and an unpleasant environment, with negative impacts felt by residents, businesses, commuters, and visitors to the city.
- 5.57 This scheme will close City Square to traffic, with access retained for buses, taxis, and cycles only. The area immediately north of Leeds Rail Station will be pedestrianised.
- 5.58 The southern end of Quebec Street will be closed to vehicles through the addition of traffic bollards. Access will be maintained from the north by making this this section two-way traffic.
- 5.59 East Parade and King Street will be converted to two way traffic working south of Bedford Street, with two new bus stops and two bus gates added. The bus gates will allow access to buses only and, where specified, taxis and authorised vehicles, indicated by appropriate signage. Some localised widening of the pavement will be provided on King Street for the new southbound bus stop.

- 5.60 Calverley Street, north of the Headrow, will be converted to two-way traffic north of the Town Hall entrance to maintain property access. A two-way on-road cycle lane will be installed, and the existing pay and display parking spaces removed. Calverley Street will become a low traffic, low speed road as a result of the East Parade bus gate scheme preventing traffic entering Calverley Street,
- 5.61 Following consultation with the bus operators the conversion of Thirsk Row to two-way traffic has been added into this programme at full business case stage. This will allow outbound buses heading for Whitehall Road to bypass the 'loop' which passes the Combined Authority's Wellington House entrance and the station rear entrance.
- 5.62 Whilst bus access is being removed from the southern side of the square, adjacent to Leeds Rail Station entrance and the Queen's Hotel, new access for buses is being provided to the north via Infirmary Street / East Parade/ King Street to maintain bus access as close as possible to the station whilst enabling the pedestrianisation to take place.
- 5.63 It is to be noted that in response to cost pressures alongside a re-assessment of some of the planned changes, some revisions to the scheme design and its scope have been made when compared to the outline business case proposal. For instance, paving works along Quebec Street will be deferred for delivery through the City Square Public Realm programme, whilst bus movement along Wellington Street has been reversed to westbound (as per current arrangements) as part of reconfiguring Thirsk Row to two-way operation. The changes have been carefully considered and do not materially impact the scheme achieving its intended objectives.
- 5.64 The total scheme cost is £11,268,000, of which
- the Combined Authority will fund £8,385,000. Of this £6,428,000 will be funded through the West Yorkshire plus Transport Fund (WY+TF) and £1,957,000 from the City Region Sustainable Transport Settlement fund (CRSTS).
 - The scheme has secured £150,000 via Section 106 of the Town and Country Planning Act, which requires contributions from private developers to provide supporting infrastructure necessitated by their development.
 - A further contribution of £30,000 will come from the Urban Traffic Management Control (UTMC) budget to cover signal improvements.
 - This leaves a funding gap of £2,703,000. Leeds City Council has given its commitment to underwrite this cost to allow the scheme to proceed. Should funds become available within existing funding programmes a request to reduce this funding gap will be considered alongside requests from other sponsors as part of a programme review.
- 5.65 The City Square Plus package supports the mayor's pledge to tackle climate emergency and protect our environment In addition it supports the

Combined Authority's Strategic Economic Framework (SEF) priorities; Tackling the climate emergency: growing our economy while cutting emissions and caring for our environment; Enabling inclusive growth: Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and town and Delivering 21st Century Transport: Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

- 5.66 A summary of the scheme's business case and location map is included in **Appendix 4**.

Tackling the Climate Emergency Implications

- 5.67 The carbon assessment indicates that the scheme will increase carbon emissions by 2,784 tonnes over a 60-year appraisal period. This is mainly because motorists will be re-routed onto longer trips. The carbon impact of the scheme is mitigated as the assessment indicates highway traffic circumventing the city centre will operate more efficiently following implementation of the Leeds City Centre package and M621 capacity enhancements.
- 5.68 The aim of the scheme is to reprioritise highway space in Leeds city centre to sustainable travel (walking, cycling, bus) and encourage less car use. This will deliver local air quality benefits and clean growth. It is very much a strategic choice scheme, central to Leeds City Council's ambition to create a people centric city centre environment. The scheme will complement other activity delivered or planned in Leeds City Centre and support a net zero carbon economy by 2038.

Outputs, Benefits, and Inclusive Growth Implications

- 5.69 The scheme outputs and benefits include:
- 1413 metres of pathway improvements
 - 201 metres of new cycling provision
 - 3 x new bus stops
 - 5 x new bus gates
 - 1 x upgraded bus shelters
 - 5 x new segregated crossings
 - 4 x upgraded crossings
 - 2 x new signal controlled junctions
 - 2 x new disabled blue badge parking spaces
 - Improved walking and cycling connectivity by 2023
 - Safer walking and cycling provision by 2023
 - Improved access to public transport (bus & rail) by 2023
 - Improved bus journey reliability by 2023

- Facilitate the creation of a new public and events space at City Square, supporting the regeneration of central Leeds
 - An increase in pedestrian and cyclist numbers within City Square in 2023
 - A measurable decrease in transport related accidents within City Square in the five years following scheme opening
 - A reduction in nitrogen dioxide (NO₂) at the nearest Air Quality Management (AQM) site to City Square in 2023
 - An increase in events revenue in public areas within the city centre by 2028
- 5.70 Delivery of the City Square Plus scheme will improve connectivity and safety for people travelling by bike or on foot within the city centre, making it much more attractive to walk or cycle to employment, housing, retail, education, and public transport (bus and rail).
- 5.71 The package will also improve bus journey reliability with new bus gates, new bus stops, and bus route changes to complement the wider network in the city centre and buses will no longer have to compete for road space with motorists.
- 5.72 The scheme will improve the walking, cycling, bus, and rail access to employment, housing, education, retail, and leisure within Leeds City Centre. The scheme has also accommodated for waiting spaces for taxi users and integrated blue badge parking spaces into the design.
- 5.73 The scheme supports inclusive growth as it will enable economic growth benefits to be felt by all users, especially those travelling from poorer neighbourhoods by walking, cycling, or on a bus to key education and employment sites.
- 5.74 The value for money (VfM) assessment reflects a BCR of -1.56:1, placing the scheme in the Very Poor VfM category when assessed against the Department for Transport's VfM criteria. The scheme is public realm orientated (improving public space) and demonstrates good benefits for pedestrians, cyclists, and public transport users, improving bus journey times. It will disadvantage motorists, re-routing them onto longer trips. HM Treasury Green Book guidance on evaluating business cases encourages consideration of the strategic case including intended objectives and support to local priorities.

Equality and Diversity Implications

- 5.75 An Equality Impact Assessment has been carried out, setting out that no single protected characteristic group as defined in the Equality Act 2010 has been excluded or will be adversely impacted by the scheme. For instance, design solutions such as level access has been consulted on with usability groups to ensure access for disabled users and the elderly.

Risks

- 5.76 The scheme risks include:

- This project requires the companies and agencies that are licenced to carry out works on the highways (statutory undertakers) to purchase specialist equipment which risks increasing the cost of construction. This is mitigated by early engagement and identification of works, notably on Aire St and King Street. These works will be completed ahead of the main construction programme.
- Works being undertaken by the Transforming Cities Fund (TCF) Leeds Sustainable Station Gateway scheme may clash with this project, notably works along Bishopgate Street. This could cause delays to the completion of this scheme. This is being mitigated by implementing a fortnightly communications meeting between the project leads across both schemes.

Costs

5.77 The scheme cost and funding details are:

- The total cost of the City Square Plus package is £11,268,000 of which £8,385,000 will be funded by Combined Authority with £6,428,000 coming from the West Yorkshire plus Transport Fund (WY+TF) and £1,957,000 from the City Region Sustainable Transport Settlement (CRSTS). The scheme has an existing approval of £5,274,000 from the WY+TF. Additional approval of £3,111,000 is sought as part of this decision, of which £1,154,000 from the WY+TF and £1,957,000 from CRSTS
- £150,000 will be funded by Section 106 developer contribution
- £30,000 will be funded from the Urban Traffic Management and Control (UTMC) fund
- £2,703,000 - Leeds City Council has given its commitment to underwrite this cost to allow the scheme to proceed. Should funds become available within existing funding programmes a request to reduce this funding gap will be considered alongside requests from other sponsors as part of a programme review.

5.78 Note: The Calverley Street works will be subject to a separate Approval to Proceed (£383,000 from CRSTS) following completion of the detailed design stage.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/07/2022
Approval to Proceed (This approval)	Recommendation: Combined Authority's Programme Appraisal Team	17/08/2022

	Decision: Combined Authority's Director of Delivery	
Approval to Proceed (Calverley Street)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/09/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	26/04/2023

Other Key Timescales

5.79 Other key timescales include:

Boar Lane Works

- July 2022 – Practical Completion and transfer of buses from New Station Street

Primary Construction Programme

- August 2022 – Construction Commence
- February 2023 – Completion to City Square Closure works (Wellington Street, Quebec Street, Thirsk Row, City Square)
- April 2023 – Completion to East Parade, & Calverley Street works

Assurance Tolerances

Assurance tolerances
That Combined Authority costs remain within those outlined in this report. That delivery timescales remain within +3 months of those outlined in this report.

Appraisal Summary

- 5.80 Budget pressure has been a key influence on design development. The scheme design changes made, notably at Thirsk Row and Wellington Street, do however appear to better support bus movements, and has been supported by bus operators. Closing City Square to through traffic however has always been the primary objective, which it will still achieve, and given it is central to Leeds City Councils plans as a key enabler for other delivered or planned schemes, it still reflects a strong strategic case to be considered alongside its Very Poor VfM position and potential carbon impact.
- 5.81 Co-ordination of traffic management and maintaining access for pedestrians during the construction programme appears to have been suitably considered,

but nevertheless will need careful management, especially given the proximity and changes to delivery timescales of other schemes.

- 5.82 Given the detailed design for the Calverley Street section will complete at a later date (forecast for September 2022), the promoter will bring forward a separate Approval to Proceed for this section so as to not hold up approval to funding for the rest of the scheme.

Recommendations

- 5.83 The Combined Authority, subject to the conditions set by the Programme Appraisal Team, approves that:
- (i) The Leeds City Square Plus scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority contribution of £3,111,000, taking the total approval to £8,385,000. The total scheme value is £11,268,000.
 - (iii) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure up to £8,002,000.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions

- 5.84 The following conditions have been set by PAT to gain Approval to Proceed to Delivery:
- (i) Submit an up to date Spend Profile.
 - (ii) Submit the contractor's construction programme.
 - (iii) Supply the pre-scheme monitoring raw data.
 - (iv) Add SMART targets for the forecast outcomes.
- 5.85 The following further conditions have been set by PAT to gain Approval to Proceed to Delivery for Calverley Street:
- (i) Complete the Detailed Design for Calverley Street works to inform a Final Cost and confirm it is within the scheme budget.
 - (ii) Submit a Carbon Mitigation Plan

Projects in Stage 3: Delivery and Evaluation

5.86 There are no schemes to review at this stage

6 Tackling the Climate Emergency Implications

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

7 Inclusive Growth Implications

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

8 Equality and Diversity Implications

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

9 Financial Implications

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

10 Legal implications

10.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

11 Staffing implications

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

12 External consultees

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

13 Recommendations (Summary)

West Yorkshire Climate & Environment Plan – Wave 1

13.1 The Combined Authority approves that:

- (i) The West Yorkshire Climate & Environment Plan – Wave 1 proceeds through decision point 1 (strategic assessment) and work commences on activity 2 (strategic outline case).

- (ii) Development costs of £836,240 are approved to ensure staffing resources are in place and technical expertise is available for the next stages of business case development and programme management. Total scheme costs currently range from £42,500,000 to £66,000,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Leeds City Centre Package: City Square Plus

13.2 The Combined Authority, subject to the conditions set by the Programme Appraisal Team, approves that:

- (i) The Leeds City Square Plus scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority contribution of £3,111,000, taking the total approval to £8,385,000. The total scheme value is £11,268,000.
- (iii) The Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure up to £8,002,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Conditions

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

- (i) Submit an up to date Spend Profile.
- (ii) Submit the contractor's construction programme.
- (iii) Supply the pre-scheme monitoring raw data.
- (iv) Add SMART targets for the forecast outcomes.

13.4 The following further conditions have been set by PAT to gain Approval to Proceed to Delivery for Calverley Street:

- (i) Complete the Detailed Design for Calverley Street works to inform a Final Cost and confirm it is within the scheme budget.
- (ii) Submit a Carbon Mitigation Plan

14 Background Documents

14.1 None as part of this report.

15 Appendices

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

Appendix 2 – West Yorkshire Climate & Environment Plan - Wave 1 –
Business Case Summary

Appendix 3 – LEEDS 2023: Women of the World, Women of West Yorkshire
– Business Case Summary

Appendix 4 – Leeds City Centre Package: City Square Plus – Business Case
Summary

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Capital Spend and Project Approvals

Appendix 1 - Assurance Framework

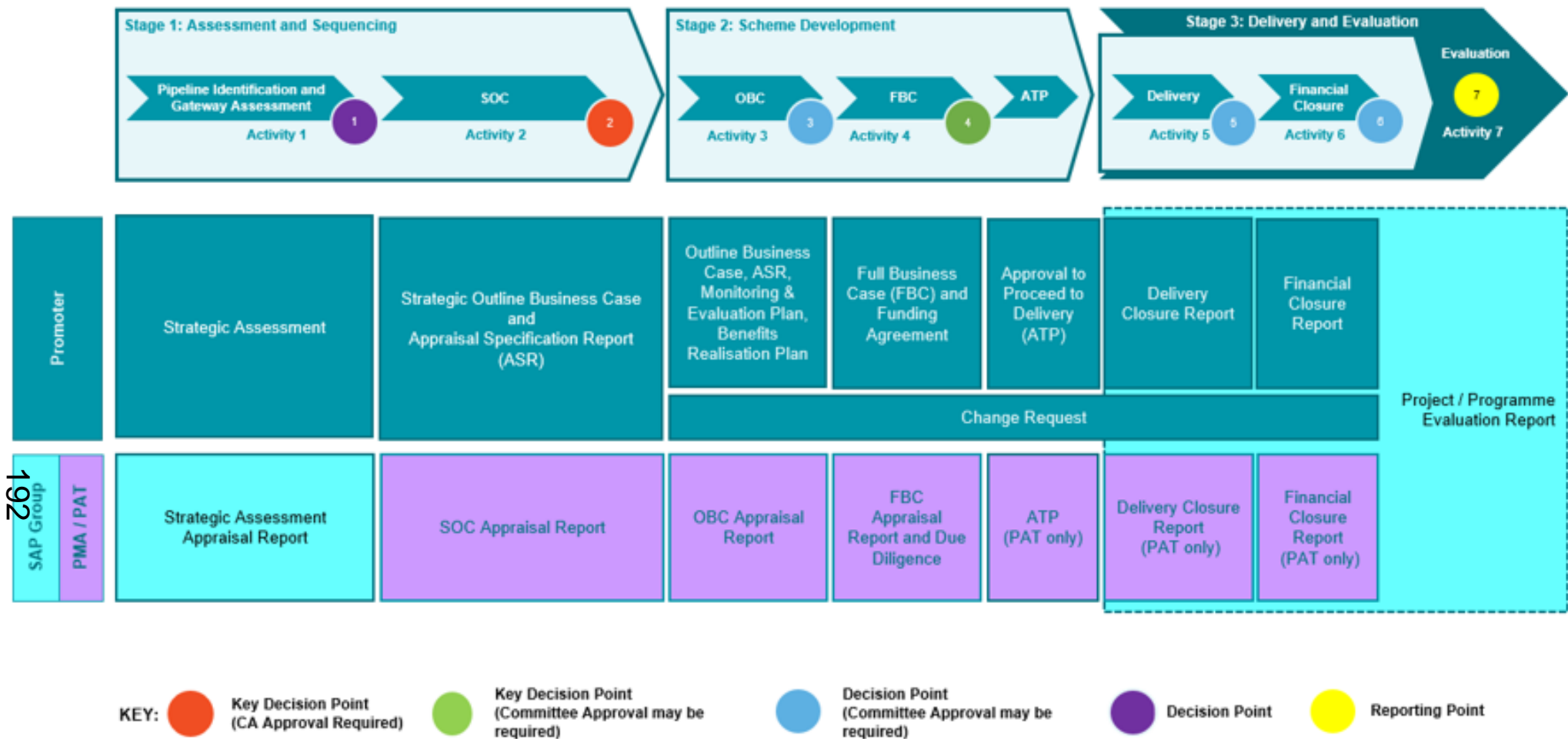
1 Assurance Framework

- 1.1 The Combined Authority's Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions and the West Yorkshire Investment Strategy (WYIS).
- 1.2 The Framework's focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the Leeds Enterprise Partnership (LEP) and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority and must be reviewed annually, as stipulated by Government.

Assurance Process

- 1.3 The Assurance Process is set out below:

Assurance Process



- 1.4 The process is flexible, in that each project or programme will be set a bespoke approval pathway and approval route to be followed. This may be to delegate decisions to a Committee, Managing Director (MD) etc. or it may be that certain decision point (activity) approvals are not required, or that bid documents to other government departments can be utilised. Furthermore, development costs can be funded at decision point 1 and beyond.
- 1.5 Approval is required at Combined Authority (CA) for all programmes and projects at least once in their lifetime and this is usually at decision point 2 (Strategic Outline Case). The Assurance Pathway and Approval Route is also set at this point.
- 1.6 At FBC (Decision Point 4), the Programme Appraisal Team (PAT) sets conditions that must be met before full approval of funding is given and the project has Approval to Proceed to Delivery (Activity 5).
- 1.7 A Single Stage Business Case, called Business Justification, has been introduced for transport and non-transport projects that are either below £2,000,000, low complexity, low risk and / or not novel or contentious. Although this is a single stage approval (replacing decision point 2 (SOC), decision point 3 (OBC) and decision point 4 (FBC)), the remainder of the assurance process must still be followed.
- 1.8 In line with the revised Green Book, in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of the project. This might for example include, but not limited to, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use and / or supporting / accelerating housing development. The specific approach will be determined on a programme by programme basis as funding and investment streams come forward.
- 1.9 At Decision Point 5 a Delivery Closure Report is required. At Decision Point 6 a Financial Closure Report is required, this is the period when defects are made good and final accounts are agreed.
- 1.10 Activity 7 Evaluation will be managed by the Combined Authority's Research & Intelligence team. This is a reporting point not a decision point and takes place when the programme (or project in some circumstances), is completed. It includes an evaluation of the benefits, outcomes and economic impact compared to the overall programme objectives set out in the SOC. Insights and learning from the evaluation will also be fed back into policy and strategy in order to inform the design and development of future programmes and schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

2 Future assurance and approval route

- 2.1 The tables for each scheme in the main report outline the proposed assurance process and corresponding approval route for the scheme. The assurance

pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

3 Tolerances

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

Climate & Environment Plan

Wave 1 Actions – Scope

Combined Authority
22 July 2022

Better Homes Hub

Scope

- Regional retrofit one-stop-shop service providing residents with information, advice, and whole house planning services.
- Ambition to deliver 7,000 – 13,000 net-zero ready retrofits and medium-term improvement plans to 2038.
- A refresh of Better Homes Yorkshire Partnership and route to market for retrofit including technologies installers and construction services.
- ¹⁹ Medium term neighbourhood retrofit demonstrators across each Local Authority.
- A linked Social Housing Decarbonisation Fund bid with West Yorkshire Housing Partnership by October 2022.
- Aligned and complementary green skills programme (slide 11 Green skills and Training).

Better Neighbourhoods

Scope

- Programme providing support in disadvantaged communities to implement:
 - Local, clean, renewable community energy
 - Healthy, affordable and efficient buildings
 - Walking, cycling and public transport measures to increase uptake of active travel and public transport
 - Improving access to green space
 - Improving climate readiness (e.g. natural flood management)
- Targeting at least one community in each of the five West Yorkshire districts.
- Utilises existing local authority networks and connections.
- Support could take the form of officer support for project development, bid submission, upskilling local people.

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Business Sustainability

Scope

- Measure plan act approach: focus on diagnostic, planning and support for resource/energy efficiency, transport, circular economy and waste, and climate readiness.
- Broader sector access with flexible solution-based approach.
- Clean growth diagnostics, carbon foot-printing, net zero and climate ready plans, brokerage to external support.
- Increased delivery team.
- Increase in the number of businesses supported with ability to support more deeply where needed.
- Larger capital grants pot managed by a specialist team.
- Includes business flood resilience grants package linked to IP3 (£2.5-5m).
- Build confidence and sustainability in our region's businesses.

Communications, Engagement & Marketing

Scope

- Investigating working with and through others to deliver a coordinated approach to the development of the overarching narrative on the climate emergency and to clearly communicate the aims, objectives and benefits of regional work to tackle the climate and environment emergencies.
- Targeted media, digital marketing and engagement support for both Wave 1 and existing programmes.
- A market research project to benchmark and measure public attitudes.
- A multi-channel behaviour change campaign encouraging people and businesses to make small changes.
- Support to help people take ownership of their own impact and engage younger audiences.

Flooding & Drainage

Scope

Programme of funding to address the funding gaps for 9 strategic Natural Flood Management projects to deliver:

- Flood resilience.
- Carbon reduction.
- Tree planting.
- Biodiversity and habitat improvement e.g. hedgerows, soil aeration.
- Improving access to green space.

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Green Skills & Training

Scope

- An online Green Jobs Gateway for employers looking to offer greener roles, and individuals looking to access these roles and/or develop green skills.
- Engagement of young people in the design of future interventions, e.g Young Persons Climate Convention.
- Careers inspiration and information for all ages.
- Learner support to access green skills training.
- ²⁰¹Employer skills support to identify and implement green employment and skills opportunities in their business.
- Employer incentives to create green jobs and/or offer training opportunities, including apprenticeships and paid internships.
- A development plan and fund to support FE colleges to train staff and develop the curriculum to provide training.

Solar Panels & Battery Storage

Scope

- 11 – 15.8 MW of solar installed.
- 50 x Solar for Schools installations.
- Solar & batteries on 1,000 – 2,000 social homes working with the West Yorkshire Housing Partnership.
- Launch a Solar Together group buying scheme for West Yorkshire residents.
- 202 Solar on 8 of the CA's bus stations and a solar farm at Owlett Farm.
- Develop a finance offer for residents and businesses.
- Solar opportunity mapping.
- Explore solar on warehousing.

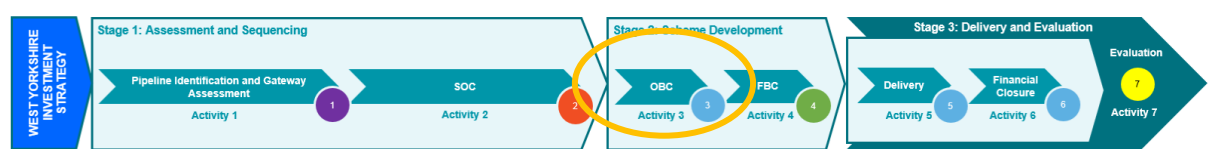
Section A: Scheme Summary

Name of scheme:	LEEDS 2023: Women of the World – Women of West Yorkshire
Lead organisation:	Leeds City Council
Applicable funding stream(s) – Grant or Loan:	Grant
Growth Fund Priority Area (if applicable):	Gainshare
Approvals to date:	<p>16 March 2022 – Meeting of the Culture, Heritage and Sport Committee made an 'in principle decision' to support a programme of activity as part of the wider LEEDS 2023 programme.</p> <p>It was subsequently discussed at the Combined Authority meeting whereby:</p> <p>17 March 2022 – The Combined Authority indicatively approved an allocation of £1.3m to £1.5m from the Gainshare fund to support funding LEEDS 2023, subject to approval through the Combined Authority's Assurance Framework.</p>
Forecasted full approval date (decision point 5):	July 2022
Forecasted completion date (decision point 6):	July 2023 – March 2024
Total scheme cost (£):	£ 1,500,000
Combined Authority funding (£):	£1,500,000
Total other public sector investment (£):	<i>Not applicable</i>
Total other private sector investment (£):	<i>Not applicable</i>
Is this a standalone project?	Yes
Is this a programme?	No (<i>the project has within it a scheme of activity occasionally referred to as a programme</i>).

Is this project part of an agreed programme?

Yes (a distinct project within the LEEDS 2023 programme)

Current Assurance Process Activity:



Scheme Description:

LEEDS 2023 is a year-long celebration of culture that is for Leeds, with Leeds, and inspired by Leeds. The programme will deliver 12 signature events along with numerous creative experiences all over the city: from dance to architecture, poetry, sport, and sculpture. The programme will promote Leeds and the region locally, nationally, and internationally, celebrating the region as a great place to live, work, and visit.

This scheme will focus on one key event within the year of culture. Working with Women of the World (WoW) it will engage with thousands of women, girls, and non-binary people to develop creative skills. This event will focus on aspects of the construction and design industry, an area that has very low levels of women involved, culminating in two weeks of cultural activities on Cinder Moor. The WoW construction will be built over a 24-hour period, using sustainable materials, by women, girls and non-binary people, working alongside experts to promote women in the construction and design industry. The construction will then be used over two weeks for live events, professional networking, and other activities. Leeds Culture Trust are working collaboratively with Leeds City Council and the WoW (Women of the World) Foundation for delivery of this element of the LEEDS 2023 Programme

Business Case Summary:

Strategic Case

The project will engage with thousands of women, girls, and non-binary people to develop creative skills. It will focus on aspects of the construction and design industry, an area that has very low levels of women involved, working alongside experts to promote women in the construction and design industry.

This project supports objectives of the Combined Authority's **Employment and Skills Policy**, specifically:

- There are no barriers to people taking up, progressing and succeeding in learning and work, and where they are supported into good employment
- World class teaching and training provides flexible learning opportunities that align to the strategic needs of the local economy

and the **Strategic Economic Framework** through its stated priorities:

- Enabling Inclusive Growth
- Securing Money and Powers

	<ul style="list-style-type: none"> • It also contributes to the United Nation's 'Transforming our world: the 2030 Agenda for Sustainable Development, specifically: • Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all • Goal 5 – Achieve gender equality and empower all women and girls • Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all • Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation • Goal 10 – Reduce inequality within and among countries
Commercial Case	<p>Leeds Culture Trust operates under an agreed expenditure and procurement policy which sets out the organisation's approach to procurement of goods and services for operational purposes and artistic spend. The Trust is launching a preferred supplier scheme to deliver projects across the LEEDS 2023 programme. Project resources will be procured via this scheme.</p> <p>Goods, services and work that will be procured include:</p> <ul style="list-style-type: none"> • Fees: creatives, artists, guest speakers, performers. • Performances: infrastructure and delivery costs including production. • Production: Signage and wayfinding, power, hires, lighting, sound, AV, rigging. • Construction: Health and Safety, build materials, crewing, staffing, security, first aid. • Engagement: Recruitment of participants, cost of 'Think ins', community engagement, work with young people, travel, skills & training programme. • Marketing: Design, print, communications collateral, digital communications. • Access: physical access, digital access, translation, interpretation. <p>As part of the feasibility process for the project, a legal assessment was undertaken, and the legal advice is integrated into the project delivery plan.</p>
Economic Case	<p>This project will form one of LEEDS 2023's 12 signature events and therefore will play a significant role in the overall economic impact of LEEDS 2023 across the West Yorkshire region in terms of skills development and visitor spend.</p> <p>The scheme will bring benefits to West Yorkshire's visitor economy by attracting visitors from across the region and the UK. Collaboration with the internationally successful WoW Foundation is expected to bring a large online audience from across the world, providing inspiration as well as raising the profile of the West Yorkshire region.</p> <p>More detailed outputs and benefits will be developed during the next stage of the project and will be set out in the final business case, once the</p>

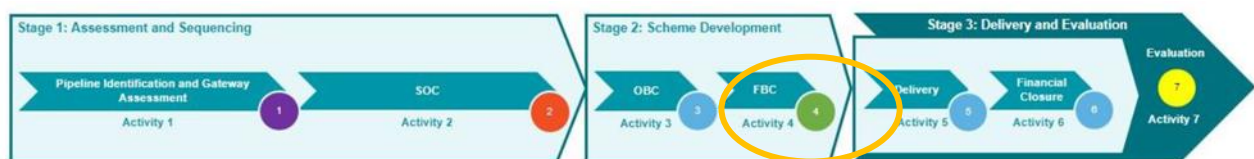
	<p>preparatory work required to have the project fully development for the launch on LEEDS 2023 in January 2023 has been completed.</p>
Financial Case	<p>The total scheme cost is £1,500,000. It will be funded through gainshare funding. Costs include allowance for programming, contingency, skills development/training activities, materials, venue and site costs, rigging & technical costs, marketing and communications (including broadcasting), staffing, access, security, PPE and first aid.</p> <p>The Combined Authority's investment is underpinned by Leeds City Council's investment in LEEDS 2023 of £10,655,000 (of which £7,231,893 has been committed from the Council's core budget). As this scheme is a distinct project within the LEEDS 2023 programme, Leeds City Council's investment mitigates risk of overage.</p> <p>LEEDS 2023 as a whole is funded by multiple streams including Leeds City Council's investment, Arts Council England, National Lottery Heritage Fund, Paul Hamlyn Foundation, Esmée Fairbairn Foundation, other Trusts & Foundations and corporate sponsorship.</p>
Management Case	<p>This project will be delivered by Leeds Culture Trust and as a standalone project within the LEEDS 2023 Year of Culture programme. The project will be integrated into the framework for managing the LEEDS 2023 performance and investment including: City Readiness Board, Scrutiny Board (Resources and Environment) and a robust grant agreement with the Leeds Culture Trust Board.</p> <p>Project risks will be managed through a robust risk management process including the above management framework and Leeds City Council's risk management. The scheme will benefit from a two stage evaluation plan, including immediate evaluation of the project to be delivered by the end June 2023 and the wider LEEDS 2023 Evaluation Framework which will capture the social and economic benefits of Year of Culture and its projects (to be delivered by end September 2024).</p>

Section A: Scheme Summary

Name of scheme:	Leeds City Centre Package: City Square Plus
Lead organisation:	Leeds City Council
Applicable funding stream(s) – Grant or Loan:	West Yorkshire plus Transport Fund (WY+TF) City Region Transport Settlement (CRSTS)
Strategic Economic Framework Priority Area:	Tackling the Climate Emergency Enabling Inclusive Growth
Approvals to date:	<p>Leeds City Centre Package level approvals:</p> <p>November 2015 – Investment Committee approval of Gateway 1.</p> <p>28 June 2018 – The Combined Authority indicatively approved a Change Request to increase the funding contribution from the West Yorkshire plus Transport Fund from £36,500,000 to £66,800,000 and that the package would be delivered as four individual phases.</p> <p>6 November 2020 – Managing Director approved Change to reallocate £1,500,000 development funding from Armley Gyratory to City Square Plus.</p> <p>City Square Plus scheme level approvals:</p> <p>Decision Point 3: Outline Business Case 7 February 2022 - Place, Housing, & Regeneration Committee</p>
Forecasted Approval to Proceed:	<p>August 2022 – For City Square closure, Thirsk Row and East Parade works</p> <p>September 2022 - For the Calverley Street works</p>
Forecasted Delivery date (decision point 5):	April 2023
Total scheme cost (£):	£11,268,000
Combined Authority funding (£):	£8,385,000
Total other public sector investment (£):	£2,703,000 Leeds City Council £30,000 Urban Traffic Management Control (UTMC)
Total other private sector investment (£):	£150,000 Section 106 Developer Contribution

Is this a standalone project?	Yes
Is this a programme?	No
Is this project part of an agreed programme?	Yes – Leeds City Centre Package (LCCP)

Current Assurance Process Activity:



Scheme Description:

This scheme is part of the wider Leeds City Centre Package (LCCP) programme. This is a programme of work that will transform travel within Leeds city centre. Through the removal of unnecessary through traffic and reprioritising major routes to the benefit of public transport, pedestrians, cyclists and public space, this scheme will make it easier to cycle and walk. The LCCP programme complements schemes being delivered through the Combined Authority's Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect, as well as those led by National Highways through their Road Investment Strategy (RIS).

The City Square Plus scheme will include:

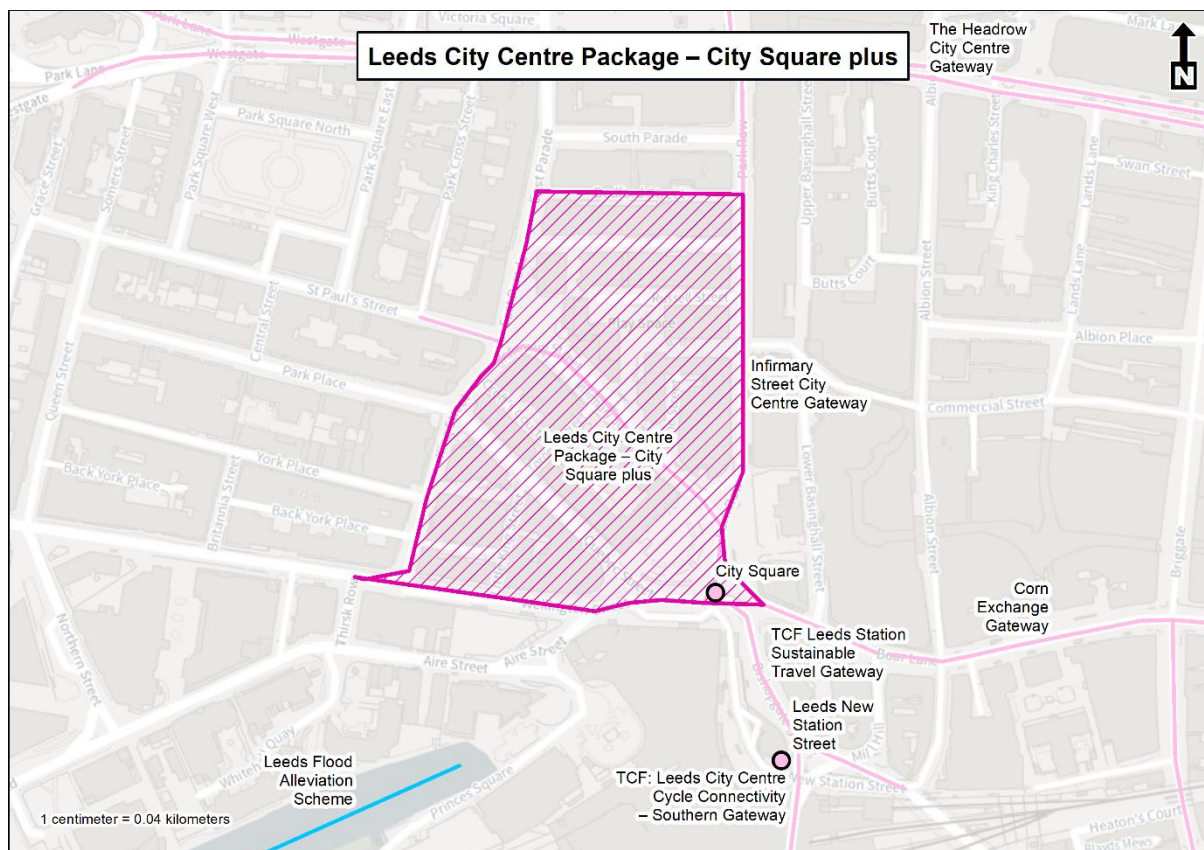
- **City Square** will be closed to traffic with access retained for buses, taxis, and cycles only. The area immediately north of Leeds Rail Station will be pedestrianised. Vehicle access to the southern end of Quebec Street will also be removed using traffic bollards, with access being maintained from the north via this section being made two-way (East Parade).
- **Thirsk Row** will be converted to two-way traffic. It will allow outbound buses heading for Whitehall Road to bypass the 'loop' which passes the Combined Authority Wellington House entrance and the station rear entrance.
- **East Parade and King Street** will be converted to two-way traffic south of Bedford Street, with two new bus stops and two bus gates added so that only public transport and (where specified) taxis and authorised vehicles will be able to access. Some localised widening of the pavement will be provided on King Street for the new southbound bus stop.
- **Calverley Street** (north of The Headrow) will be converted to two-way traffic running north of the Town Hall entrance. A new two-way on-road cycle track will be installed and existing Pay and Display parking spaces will be removed, creating a low traffic and low speed environment.

Business Case Summary:	
Strategic Case	<p>Delivery of City Square Plus will improve pedestrian and cycle connectivity and safety within the city centre. This will make it more attractive to walk or cycle to employment, housing, retail, education, and public transport (bus and rail). This scheme will improve bus journey reliability with buses no longer competing for road space with motorists.</p> <p>An ANPR (number plate recognition) survey of 2013 revealed that around 30% of traffic that uses City Square does not originate in or is not destined for the city centre. So, a notable proportion of traffic simply use this route as an alternative to the Inner Ring Road for northbound journeys across the city.</p> <p>The City Square Plus scheme will complement other activity being delivered in Leeds through the LCCP programme (e.g., Armley Gyratory), the Leeds Public Transport Investment Programme (LPTIP), Transforming Cities Fund (TCF), and City Connect – and through it demonstrates support to the mayor's "tackle climate emergency" pledge and principles of the Strategic Economic Framework (SEF), e.g., Enabling Inclusive Growth.</p> <p>An Equality Impact Assessment has been carried out, setting out that no single protected characteristic group as defined in the Equality Act 2010 has been excluded or will be adversely impacted by the scheme. For instance, design solutions such as level access has been consulted on with usability groups to ensure access for disabled users and the elderly.</p>
Commercial Case	<p>The scheme appointed Balfour Beatty on a Design & Build contract using the SCAPE framework and has signed an Access Agreement so has access to all Building and Engineering services covered by the Framework. The Preliminary Design and Detailed Design have now completed.</p>
Economic Case	<p>The package reflects a very poor value for money when assessed against the Department for Transport's criteria. Whilst the scheme demonstrates good benefits in terms of accident reduction, cycling and walking, pedestrian journey time, and public space quality, they are outweighed by the significant disbenefits to motorists. The principle aim of the scheme is to reprioritise road space in Leeds City Centre to sustainable travel (cycling, walking and buses) and local impacts and strategic priorities have been considered as part of the value for money assessment alongside the Benefit Cost Ratio (BCR).</p>
Financial Case	<p>The final scheme cost is £11,268,000, of which the Combined Authority will fund £8,385,000. £6,428,000 through the West Yorkshire plus Transport Fund (WY+TF) and £1,957,000 from the City Region Sustainable Transport Settlement (CRSTS).</p> <p>Leeds City Council has secured a £150,000 Section 106 developer contribution and £30,000 from its Urban Traffic Management Control (UTMC) pot.</p> <p>Leeds City Council is finalising a funding package to underwrite the remaining £2,703,000.</p>

Management Case	<p>The lead organisation is Leeds City Council.</p> <p>Construction will commence in August 2022 with Practical Completion by April 2023. The Boar Lane works (part of this programme but approval secured separately) is already under construction and expected to conclude before the end of July 2022. This will enable the transfer of bus services from New Station Street and support the Transforming Cities Fund (TCF) Leeds Rail Station delivery programme.</p> <p>Traffic management measures will be put in place to mitigate disruption to vehicle traffic as well as pedestrians and cyclists travelling through City Square during the construction programme.</p> <p>Scheme risks are being managed through a costed Risk Register and a Change Management governance process.</p>
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Location Map

The following map shows the location of the Leeds City Centre Package: City Square Plus scheme:



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

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



Report to: West Yorkshire Combined Authority

Date: 22 July 2022

Subject: Minutes for Information

Director: Angela Taylor, Director of Corporate and Commercial Services

Author: Ian Parr, Governance Services Officer

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 provide Members with details of the minutes of committees and panels, or notes of informal meetings of Members, that have been published on the West Yorkshire Combined Authority's website since the last meeting.

2. Information

- 2.1 The following minutes and notes have been published on the West Yorkshire Combined Authority's website and can be accessed [here](#):

- Employment and Skills Committee held on 24 January 2022.
- Culture, Arts and Creative Industries Committee held on 16 March 2022.
- Climate, Energy and Environment Committee held on 22 March 2022.
- Business, Economy and Innovation Committee held on 29 March 2022.
- Place, Regeneration and Housing Committee held on 20 April 2022.
- Transport Committee held on 27 May 2022
- Finance Resources and Corporate Committee held on 8 June 2022.

3. Tackling the Climate Emergency Implications

3.1 There are no implications directly arising from this report.

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the minutes and notes of the Combined Authority's committees and panels be noted.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.