FINANCE, RESOURCES, AND CORPORATE COMMITTEE

MEETING TO BE HELD AT 1.00 PM ON TUESDAY, 6 SEPTEMBER 2022 IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE

A G E N D A

Signed:

A Taylor .

Director, Corporate and Commercial Services, West Yorkshire Combined Authority

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**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES, AND CORPORATE COMMITTEE
HELD ON TUESDAY, 12 JULY 2022 AT LARGE MEETING ROOM,
WELLINGTON HOUSE, 40-50 WELLINGTON ST, LEEDS, LS1 2DE**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mandy Ridyard (Substitute)	LEP Board
Councillor James Lewis	Leeds City Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Jane Scullion (Substitute)	Calderdale Council

In attendance:

Ben Still	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

1.   Apologies for Absence

Apologies were received from Councillor Hinchliffe, Councillor Jeffery, Councillor Pandor, Councillor Swift and Mark Roberts.

2.   Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

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

There was no information that required the exclusion of the press and public.

4.   Minutes of the Meeting held on 8 June

That the minutes of the last meeting be approved.

5.   Governance Arrangements

The Committee considered a report that provided the governance arrangements approved at the Combined Authority held on 23 June and members welcomed Mandy Ridyard to the Committee.

Resolved: That the governance arrangements be noted.

6. **Financial Performance Report**

Members considered a report that presented the final outturn position for Revenue and Capital budgets 2021/22.

The financial year 2021/22 had been closed and a surplus of £2.8 million reported. Members noted that the surplus was primarily due to salary savings and underspend within the concessionary travel budget due to the slow recovery of bus patronage in the region.

At its February 2022 meeting the Combined Authority approved in principle a ringfenced reserve with part of the forecast underspend. Now that the year-end figures were finalised it was proposed that £2 million be transferred into a reserve for public transport support.

Members noted an overspend on tendered services and a thorough review was to be carried out to ensure budgetary monitoring was robust considering the increased volatility of the transport budgets post covid.

Members expressed concern that the pothole fund showing significant underspend. It was noted that there had been a delay in the monitoring returns from the local authorities and it was expected that the allocations would be spent in full.

Resolved:

(i)   That the financial position as reported be noted.

(ii)   That the transfer of £2 million into a ringfenced reserve for public transport support as set out in paragraph 2.3 be approved.

7. **Inflationary Pressures on Capital Programmes**

Members considered a report that set out the current position regarding escalating costs across capital programmes and the impact of inflationary pressures.

Members discussed option 5 as set out in the submitted report which proposed to stop projects which were at risk of not being delivered in a reasonable timetable, had affordability issues, or were not aligned with sustainability priorities. This option would prevent further costs being spent on development of projects which were high risk and would allow funding that had been indicatively allocated to return and reduce funding pressures overall.

It was noted that a full review of infrastructure schemes across all capital programmes would be necessary to finalise which projects should be paused. It was emphasised that any revaluation exercise would not impinge delivery.

Members emphasised the need for a fair and equitable discussion with all partners over projects at risk because of inflationary pressures.

Members asked about the City Region Sustainable Transport Settlement (CRSTS) and whether it was forthcoming. It was noted that the first tranche of payment for 2022/23 had been received and the Combined Authority was pressing ahead with approvals but awaiting a decision from Government regarding the funding for future years.

Members asked about the possibility of revaluing Combined Authority land assets to find funding or change the depreciation policy to provide greater flexibility when trying to balance the 2022/23 budgets and officers agreed to include this in the budget options being developed.

Resolved:

(i)   That the option 5 outlined in the submitted report on the preferred way forward to address overprogramming and rising inflation costs be agreed.

(ii)   The Committee agreed that some projects are at risk of not being delivered due to affordability, deliverability, or strategic alignment.

(iii)   The Committee agreed that review meetings be held with each partner to allow for a review of all schemes delivered by each partner across the portfolio.

(iv)   The Committee agreed that the scoring criteria for scoring projects be based on deliverability, affordability, and strategic fit/ sustainable travel.

8.   **Bus Service Revenue Funding and Expenditure**

The Committee considered a report which provided an update on the current financial pressures impacting spend on bus services.

Members noted that Government funding for bus operators would end in October and that the Combined Authority's concessionary fare payment to operators would transition back to being based on actual passenger numbers, as opposed to a three year forecast made prior to the pandemic.

Members discussed the network sustainability review and the estimate that up to 62 routes could be adversely affected when government funding ended in October. Members asked for an indication of where the routes were likely to be and noted that they were routes not currently generating sufficient revenue and therefore being supported by the Combined Authority.

The case had been made to operators to wait until the Bus Services Improvement Plan funding was available which would provide an opportunity to grow the bus network.

Regular updates on bus expenditure and funding pressures would be brought to committee members.

Resolved: That the position on bus service and concessionary fare spending and the actions taken to mitigate the budgetary position be noted.

Report to:	Finance, Resources and Corporate Committee
Date:	06 September 2022
Subject:	**Financial Performance Report**
Director:	Angela Taylor, Director, Corporate and Commercial Services
Author:	Katie Hurrell, Head of Finance

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

1 Purpose of this report

1.1 To provide an updated position at Q1 reforecast for both Revenue and Capital budgets for 2022/23.

1.2 To outline the approach to the 2023/24 Business Planning & Budget Setting process.

1.3 To provide an update on emerging inflationary and other financial pressures identified in the coming year with specific reference to Transport Services.

2 Information

Q1 2022/23 Financial Update

2.1 The 2022/23 financial year continues to present challenges for the Combined Authority. The longer term impact of Covid-19 is apparent in its impact on bus usage and impacting on bus patronage recovery. Impacts of inflation have already become apparent during budget monitoring particularly in areas where there are RPI, or CPI linked contracts renewing in-year.

2.2   Key areas of inflationary pressure are where there are contracted costs. For the revenue budget this is impacting initially on bus services and property costs, and across ICT contracts although due to the timing of contract renewal dates it appears that much of the impact will be deferred to next year. There is a slight positive in improved rates of return for cash balances on deposit but the increase in interest rates will increase the costs of future planned borrowing.

2.3   Other key cost pressures are within staffing budgets where proposals regarding pay awards will have ongoing budgetary impacts. The Combined Authority has a separate negotiating process for pay awards to that of local government but in practice the pay award implemented is usually aligned to the local government offer. The present proposals equate to an additional cost of up to £1 million on the revenue budget, which exceeds the 2% provision made in the budget and work continues to seek to contain this within the revised forecast for the year. At present there are a significant number of movements in the 2022/23 budget and it is intended to seek to minimise the use of reserves in year to keep the budget in balance.

2022/23 Approach to Budgeting

2.4   The financial year 2023/24 presents another challenging year for budget setting for public bodies. The development of next year's budget, which runs in parallel with developing the business plan, will again be particularly impacted by a number of strategic factors where there still remains significant uncertainty. These include the continued impact of the Covid-19 pandemic on bus, the need to address the economic downturn, inflationary pressures and cost of living crisis and to support residents whilst the future funding uncertainties continue and at the same time the future funding model for combined authorities remains unclear. There is uncertainty on other funding sources, including bus recovery funding (recently extended to March 2023 only) and Combined Authority and LEP core funding. The implications of the recently announced process for the City Region Sustainable Transport Settlement (formerly the Intra-City Transport Fund) also need to be considered.

2.5   Initial work on the budgets has now started and will need to be undertaken in the context of a revised medium term financial strategy, with further work continuing between now and the Combined Authority meeting in February 2023, where budgets, the transport levy and business plans will be formally approved. It is proposed that the work to deliver the required balanced budget, alongside an agreed business plan, will be overseen by FRCC, with formal updates provided to the Combined Authority meeting at key points during the year.

2.6   The budget will also need to take into account the approved use of gainshare and how this supports the delivery of the Combined Authority's priorities and future borrowing and investment plans.

2.7   The business planning and budgeting timetable is attached at **Appendix 1** to this report and further detailed work on budgets is proposed to be held in

October which will address the emerging issues identified and incorporate some scenario planning to allow for further scrutiny and decisioning.

2.8　Significant variances emerged at 21/22 year-end in relation to expenditure on bus tendered services and concessionary travel and this was reported to the last meeting of the Combined Authority. A thorough review conducted by Internal Audit and supported by Finance is now reaching a conclusion, and is expected to make recommendations to ensure budgetary monitoring within the function is suitably robust and to address any weaknesses or gaps in current controls.

2.9　In line with the decision at the last Combined Authority meeting to provide a regular update on expenditure in this area **Appendix 2** sets out the position prior to the Q1 reforecast, outlining the agreed budget virement between Concessions and Tendered Services of £2.1m. It includes an update on the position since Q1 and a brief explanation of the variances for July payments, most of which arise from timing differences and which therefore do not give rise to a change in the forecast outturn at this stage. At the time of writing a further report is in preparation for the Combined Authority to outline further pressures and challenges that have emerged over the summer and to seek a further in year budget virement.

Capital Programme Update

2.10　The table below summarises the total expenditure on the Combined Authority's capital programme as at quarter 1 2022/23. This includes a revised in year forecast of expenditure on each funding programme in comparison with the budget forecast reported to the Combined Authority in February 2022 and to the Finance Resources and Corporate Committee in March 2022.

Capital Programme Expenditure	Indicative Forecast Combined Authority February 2022	Revised In-Year Forecast as at June 2022	Quarter 1 Expenditure 2022/23	% of in-year Forecast
Transport Programmes				
City Region Sustainable Transport Settlement		£68,280,000	£0	0.00%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	£129,518,965	£64,467,093	£5,746,745	8.91%
West Yorkshire plus Transport Fund	£102,395,761	£59,726,739	£12,315,451	20.62%
Zero Emissions Bus Regional Areas		£3,818,701	£0	0.00%
Leeds Public Transport Investment Programme	£368,755	£2,870,000	£247,210	8.61%
Integrated Transport Block (CA legacy projects)	£4,281,941	£5,288,676	£610,618	11.55%
Active Travel		£7,489,580	£1,293,551	17.27%
New Station Fund	£10,000,000	£3,687,541	£2,251,228	61.05%
Economic Development Programmes				
Getting Building Fund		£11,377,575	£4,728,949	41.56%
Brownfield Housing Fund	£29,178,719	£29,178,719	£34,873	0.12%
Social Housing Decarbonisation Fund		£5,061,627	£0	0.00%
British Library North	£3,803,586	£3,803,586	£0	0.00%
Corporate Projects	£2,609,900	£2,609,900	£325,386	12.47%
Broadband	£2,429,409	£1,525,169	£0	0.00%
Growth Deal - Economic Development		£123,300	3000	2.43%
Business Accelerator Fund	£3,070,000	£3,070,000	0	0.00%
Total Capital Spend	**£284,587,036**	**£272,378,206**	**£27,554,011**	**10.12%**

2.11　The in-year forecast now includes the following programmes which had not received formal approval from Government at the time of the Combined Authority meeting in February 2022: City Region Sustainable Transport

Settlement (CRSTS); Zero Emissions Bus Regional Area (ZEBRA); Active Travel (Tranche 3); and the Social Housing Decarbonisation Fund.

2.12 It also includes expenditure on the Getting Building Fund which at the time of budgeting was expected to spend in full by the end of 2021/22. However, as reported to this Committee in July 2022 the Combined Authority used its freedoms and flexibilities to allow seven GBF projects to continue to spend into 2022/23. Some residual spend on the Growth Deal Economic Development projects has also been identified, this will support a further evaluation and impact assessment of the programme.

2.13 Expenditure of 10% in the first quarter of the year is in line with prior years and seasonality of the Combined Authority's annual capital spend. The majority of spend, often over 60%, tends to be achieved in the final quarter.

2.14 86% of the Combined Authority's forecast expenditure in 2022/23 is concentrated across five major programmes: the new City Region Sustainable Transport Settlement; the Transforming Cities Fund (TCF); the West Yorkshire plus Transport Fund; Getting Building Fund (GBF); and the Brownfield Housing Fund (BHF). The following summarises the performance of these programmes.

City Region Sustainable Transport Settlement

2.15 Now that the revised CRSTS programme has been agreed with Government activity is ongoing to identify detailed spend forecasts for each project within the programme. This work will need to be finalised before the initial forecast of spend of £68.28 million for this financial year can be confirmed. To date an approval of £30.30 million has been agreed (covering the five years of the CRSTS programme). This is broken across three main activities: programme management and Combined Authority overheads, monitoring and evaluation and communications and engagement. Further approvals of individual projects are beginning to progress through the assurance process.

Transforming Cities Fund

2.16 The TCF programme is included as part of the CRSTS programme. However, the remaining balance of TCF from previous years income and expenditure totals £142 million. Spend against this remaining balance will be monitored until it has been fully delivered, the programme will then be reported as part of CRSTS.

2.17 Forecasting expenditure on projects that are still in development is always difficult because budgets are not formally contracted with project sponsors until the full business case has been agreed. The majority of projects within the TCF are still pre full business case therefore forecasts for 2022/23 are likely to fluctuate.

Transport Fund

2.18 The £1 billion Transport Fund is now in its 8th year of delivery, it is a mature programme with around a third of projects either already completed or on site.

A full review of the programme is currently taking place. The aim of this is to address concerns regarding the viability of delivering future projects given the funding available, the existing level of overprogramming (£151 million) and the ongoing levels of inflation making some projects unviable. A report on the conclusions of this review is expected to be considered by this Committee in November 2022.

Getting Building Fund

2.19 All of the seven remaining projects within the Getting Building Fund are now on site or in delivery. This is reflected in that 41.50% of the remaining funding has been spent in the first quarter.

Brownfield Housing Fund

2.20 A memorandum of understanding has now been agreed for the additional £22.26 million of BHF monies taking the total funding awarded to £89.04 million. Nine projects are fully approved (eight at full business case and one with agreed development costs) with a further four currently progressing through the assurance process and a further eight in the pipeline. The majority of the expenditure on approved projects in the programme in 2021/22 was accrued at year end as funding agreements and outputs need to be achieved before payment is made. It is likely that this will also be the case for 2022/23 with limited spend in year (mainly staff costs) and the majority of expenditure accrued at year end.

Gainshare Update

2.21 The Combined Authority has agreed six investment priorities and the gainshare will be prioritised against those priorities where no other funding source has been identified and that initial expenditure will be on revenue activities, either specific projects and interventions or developing capacity and building a project pipeline.

2.22 The Combined Authority considered a paper on gainshare at its last meeting, identifying indicative funding envelopes for each of the investment priorities over the next three years, and indicatively approved capacity funding for all the partners. **Appendix 3** is an update on most recent approvals on Gainshare to date, and a forecast of spend for the next three years.

2.23 There are currently 21 live projects. The overall value, complexity and number of projects that will evolve is anticipated between 30 and 50. It is intended that over the medium term, a pipeline of overarching programmes/projects for each investment priority will be developed across the region. In order to enable this initial revenue funding envelopes have been agreed as set out, however pipelines will be developed to respond to wider funding streams, including future funding such as UK Shared Prosperity Fund and any other funding within the SIF. The budget work planned over the coming months will consider when and how further allocations of gainshare funding should be determined.

3   Tackling the Climate Emergency Implications

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

4 Inclusive Growth Implications

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

5 Equality and Diversity Implications

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

6 Financial Implications

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

7 Legal Implications

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

8 Staffing Implications

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

9 External Consultees

9.1 No external consultations have been undertaken.

10 Recommendations

10.1 That the Committee notes the financial position as reported.

11 Background Documents

11.1 There are no background documents referenced in this report.

12 Appendices

Appendix 1 – 2023/24 Business Planning & Budget Setting Timetable

Appendix 2 – Bus services update

Appendix 3 – Gainshare Summary

2023/24 Business Planning & Budget Setting Timetable

Month	Activity
July 2022	Senior Leadership Board scene setting
August	Initial workshop held with SMT looking at in year business plan revisions and subsequent impacts to the budget
September	**FRCC meeting - consider budget and business planning process**
	Production of first version of 23/24 budget, in alignment with business planning.
	First drafts of business plans produced
	SLB review of budget strategy and business plans (23rd September)
October	Production of second version of 23/24 budget
	Individual directorate budget and business plan engagement and challenge sessions with directors
	Briefings with WY Directors of Finance
	Budget briefings and discussions with Members
	Budget paper to Combined Authority meeting
November	**FRCC meeting - budget assumptions and draft position**
	Further Member briefings
	Corporate Scrutiny consideration of budget
	Production of third version of 23/24 budget
December	**Draft budget and business plans to go to the Combined Authority meeting (8th December)**
	Finalisation of budget
January 2023	**SLB review of budgets and business plans (13th Jan)**
	Consideration of final budget proposal by FRCC
	Finalisation of budget papers
	Treasury management strategy and reserves strategy considered by Governance and Audit Committee
February	**Final budget and business plans to go to the Combined Authority meeting 2 Feb for approval.**
	Issue of levy letters

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	Original Budget	Revised budget	Virement approved	Jul22 YTD actuals	Jul22 YTD forecast	variance	annual revised budget	commentary
	2022/23	2022/23		2022/23	2022/23		2022/23	
School Transport								
Contract payments	12,188	14,451	2,263	4,775	5,197	(422)	15,590	The forecast is flat phased (the monthly value is 1/12th of the annual forecast) and doesn't take into account that contracts renew at different dates. Therefore more cost is expected beyond August.
Additional costs re inflation		1,256	1,256					
District Recharges	(4,588)	(5,018)	(430)	(614)	(1,673)	1,058	(5,018)	Timing difference- dictricts are usually billed in arrears once they approve PO. We endevour to invoice them termly/quarterly. A significant batch is processed in August.
Other revenue	(4,966)	(5,511)	(545)	(1,428)	(1,837)	409	(5,511)	Prepaid tickets internal recharge one month behind and school cards to be reconciled in Oct
Contract withdrawal	-	(117)	(117)					
Net Cost Of Schools	2,634	5,061	2,427	2,732	1,687	1,045	**5,061**	
Local Services								
Contract payments	15,627	16,926	1,299	5,720	5,802	(82)	17,406	
Non-school recharges	(988)	(1,509)	(521)	(379)	(503)	124	(1,509)	Timing difference - most recharges one month in arrears
Farebox, PPT & Concessions	(460)	(842)	(382)	(151)	(281)	130	(842)	lower patronage on buses
Other inc Boxing Day	-	143	143	-	0	-	143	
Cost of replacement of withdrawn services	-	239	239					
Additional costs of contract variations	-	241	241					
Net cost of local services	14,178	15,198	1,020	5,190	5,018	172	**15,198**	
Access bus	2,286	2,623	337	797	874	(77)	2,623	
BSOG income	(2,063)	(2,063)	-	(688)	(688)	-	(2,063)	
Gov Covid grants	-	(2,029)	(2,029)	(676)	(676)	-	(2,029)	
BRG	-	(19)	(19)	(6)	(6)		(19)	
Pan TPS Budget saving	(400)	-	400					
Totals	16,635	18,771	**2,136**	7,349	6,209	**1,140**	**18,771**	-

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Gainshare Forecast - August 2022

Investment Approved Scheme Description	Indicative Proposed Gainshare request £	Current Responsible Directorate	Actual Spend 21.22 FY	Forecast Spend 22.23 FY	Forecast Spend 23.24 FY	Forecast Spend 24.25 FY	Forecast Total £
Capacity - Mayoral team and elections costs	11,750,000	Corporate	3,587,285	1,750,000	4,750,000	1,662,715	11,750,000
IP1: Good jobs and resilient businesses	22,090,647						
Capacity funding				590,647			590,647
Pipeline project				-	3,500,000	2,000,000	5,500,000
COVID Economic recovery (local authorities)		Economic Services	5,000,000				5,000,000
Economic Recovery - Entrepreneurship (package of support)		Economic Services	212,872	1,485,072	2,445,581	1,856,475	6,000,000
Support Local Business (programme development)		Policy	-	47,979	166,667	284,401	499,046
Business Productivity Programme		Economic Services		1,060,953	3,440,000		4,500,953
IP2: Skills and training for people	22,253,501						
Capacity funding				1,253,501			1,253,501
Pipeline project					3,400,000	3,500,000	6,900,000
Re-boot – (adult re-skilling programme)		Economic Services	137,383	1,757,811	2,000,000	2,605,000	6,500,194
Employment hub (brokering people to jobs)		Economic Services	2,321,283	4,678,523			6,999,806
Develop and embed Fair Work Charter	-	Policy	-	200,000	200,000	200,000	600,000
IP3:Creating great places and accelerated infrastructure	17,089,730						
Capacity funding				5,089,730			5,089,730
Pipeline project				3,000,000	2,500,000	6,100,000	11,600,000
Inclusivity Champion role and inclusive growth pipeline development		Policy	-	100,000	150,000	150,000	400,000
IP4 - Tackling the Climate Emergency and Environmental Sustainability	41,654,359						
Capacity funding				1,654,359			1,654,359
Pipeline project				-	20,000,000	17,357,156	37,357,156
Economic Recovery - Health Innovation		Policy	14,365	55,753	62,503	67,379	200,000
Economic Recovery - Net Zero Region Accelerator		Policy	74,243	360,491	365,267		800,000
Green Jobs Taskforce and Gateway		Policy	-	200,000	200,000	100,000	500,000
Greener Together		Policy	-	306,604			306,604
the West Yorkshire Climate & Environment Plan – Wave 1		Policy		836,240			836,240
IP5 - Future Transport	59,492,616						
Capacity funding				1,432,616			1,432,616
Pipeline project				-	5,500,000	4,060,000	9,560,000
Begin Bus Franchising assessment incl legal & commercial advice		Policy		468,824	531,176		1,000,000
Transforming Cities - support to fund the 'high scenario' bid for WY schemes.		Capital		9,500,000	19,000,000	19,000,000	47,500,000
IP6 - Culture and Creative Industries	12,819,147						
Capacity funding				1,319,147			1,319,147
Pipeline project				-	3,598,328	5,750,000	9,348,328
Creative New Deal		Policy	-	165,000	145,000		310,000
Creative New Deal - Beyond Brontes		Economic Services	95,000	95,000			190,000
Bradford Literature Festival to support the festival in 2022		Policy		250,000			250,000
Kirklees Year of Music		Policy		850,000			850,000
Women of the World (WoW)		Policy		551,673			551,673
	187,150,000		**11,442,431**	**39,059,923**	**71,954,521**	**64,693,126**	**187,150,000**

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Report to: Finance, Resources and Corporate Committee

Date: 6th September 2022

Subject: **Corporate Planning and Performance**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Lorna Jones, Corporate Planning and Performance Manager

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

1. Purpose of this report

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

1.2 Members are asked to:

- Consider progress on the 2022-23, Q1 dashboard of Key Performance Indicators

- Consider progress on the Risk Strategy Review

2. Information

Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 1)

2.1 A key mechanism through which Combined Authority performance is monitored on an ongoing basis is through the corporate Key Performance Indicators. The 2022/23 KPIs received approval at the Finance, Resources and Corporate Committee on 5th April 2022. These strategic KPIs are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day-to-day activities, rather than measuring wider performance against shared regional ambitions. The region's progress against a range of economic, social and environmental indicators is reported through the annual State of the Region report, which is due to be published this autumn, and

through regular reports to each of the Combined Authority's thematic committees.

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

2.3   The 2022-23 Quarter 1 performance dashboard is provided in **Appendix 1.** A commentary on achievement to date is included against each KPI and a RAG rating applied. While good progress has been made on certain KPIs others are at risk of underachieving and a focus on mitigations to address this will continue, with a further update provided to this Committee at the end of Quarter 2.

2.4   Particular efforts have been made to ensure that equality, diversity and inclusion is the golden thread running through our business planning cycle and these are outlined in the performance dashboard.

2.5   2021/22 saw a great deal of positive outcomes which we would like to build on for 2022/23 in order to continue in our delivery of policies and programmes which directly benefit the people of West Yorkshire.

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

Corporate Risk Review

2.10   The Corporate Risk Management Strategy has been in place since January 2020 and sets out the Combined Authority's long-term strategy on risk. While the majority of the strategy remains relevant and effective, there is a recognition that this needs to be reviewed in the coming months to ensure it is still fit for purpose and reflects the needs of the evolving organisation and environment we are working within. This will include:

 • Review of the suite of templates and documents to ensure these are fit for purpose and user friendly
 • Review of the risk appetite and categories
 • Wholesale review of the existing risk registers and reporting template
 • Clarity over the escalation process and standardisation in the application of this process

2.2   A key focus of the Corporate Planning and Performance Team, as capacity increases to dedicate to this work, will be on working in partnership with Directorates to embed a focus on more active risk management, ensure the strategy is consistently applied and that teams are supported to monitor and control risks and issues more effectively.

2.3   The first step in this work began with a session with the Strategic Leadership Board on 22 July to review the current risks identified on the risk register. The Strategic Leadership Board meets quarterly and provides challenge and support to the organisation on matters relating to business planning, corporate objectives, performance, risk and other such strategic matters. The members of the Board include the Mayor of West Yorkshire (Chair) and Deputy Mayor,

LEP Chair, Directors of Development Chair, Combined Authority Chief Executive and Directors, Head of Finance, HR, Legal and Governance Services, and UNISON Branch Secretary.

2.4   The Strategic Leadership Board supported the initiation of the review and the approach outlined and feedback focused on the following areas:
- Differentiation on the Corporate Risk Register between potential risks that might occur, and risks that are currently active
- The importance of risks focusing on equality, diversity and inclusion
- Support for prioritising reviewing the escalation process to ensure consistency of approach

2.5   Following the Strategic Leadership Board, the approach was refined and brought to Governance and Audit Committee on 28 July 2022. The Committee was supportive of the approach and again highlighted the importance of prioritising the review of the escalation process including ensuring there are clear formal and informal routes for escalating risk to the Mayor and Leadership. Views from this Committee are also welcomed at this stage.

3   Tackling the Climate Emergency Implications

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

4   Inclusive Growth Implications

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

5   Equality and Diversity Implications

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

6   Financial Implications

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

7   Legal Implications

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

8   Staffing Implications

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

9   External Consultees

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

10   Recommendations

10.1   Members are asked to note the contents of the report including the Corporate Key Performance Indicator Quarter 1 dashboard.

11   Appendices

Appendix 1: Corporate Key Performance Indicators – Quarter 1.

Corporate Key Performance Indicators 2022 – 23

				Empowering our communities, towns and cities to thrive			
	Business plan objective	**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
E1	Continue to ensure the bus network is inclusive with good connectivity for all of our communities.	• % of areas of high Indices of Multiple Deprivation with access to a 30 minute or more frequent bus service	Head of Mobility Services	Assess demographics of each area of multiple deprivation .	RED	• Tools have been developed to assess network impact with an EDI lens. • Commercial local bus market is volatile. Bus operators indicated up to 100 local bus services will be reduced, & up to 26 local bus routes withdrawn. • The Mayor has written to Government for continuation funding after the end of September. • 30 minute frequency target identified is not deliverable given constrained budget and high levels of inflation. This will be reviewed.	• Key pressure is on retention of existing bus network with constrained funding budget. • If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services. **August Update** • On 18th August DfT announced additional funding for six months. • The new funding will help to stabilise the bus network, but this will be subject to negotiation with bus operators.
E2	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 5) – BHF aims to deliver a start on site for 4500+ new homes on brownfield land which can demonstrate a market failure, and a Benefit Cost Ratio of 1.	• Progression of 10 Business cases through Assurance Framework to enable 1200 new homes on brownfield land by 31st March 2023	Head of Economic Implementation	• Projects undertake Equality Impact Assessment's • Identify developments that contribute in areas of Indices of Multiple Deprivation.	AMBER	• Q1 – no business cases progressed to Programme Appraisal Team (PAT) however the programme is on track to take 3 Outline Business Cases – approx. 890 homes - to Programme Appraisal in Q2 July/Aug, and to Place Committee in September for approval. • The programme has secured an additional £22m Government funding, therefore the output target is expected to increase over the year.	• Each project has completed an Equality Impact Assessments (EqIA) which will be updated as it progresses through the Assurance Framework. • Of the 890 homes subject to OBC approval in Q2, approx. 200 are anticipated to be affordable across a range of tenures, including an element of supported living for people with special needs (learning, physical & mental) & accommodation for the elderly.
E3	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI).	• West Yorkshire Housing Strategy to be approved (Quarter 4). • West Yorkshire Nature Recovery Strategy to commence (Summer 2022) • West Yorkshire Low Emissions Strategy updated (Quarter 4). • Flood Review (refresh complete - Quarter 4).	Head of Place and Environment Policy	• New policies / plans include how to improve the quality of place for people in disadvantaged communities and from diverse backgrounds. Where consultation is to be undertaken, focus on engaging with people from diverse groups. • The policies will contribute to the investment priority outcomes and will be reported through the state	AMBER	• West Yorkshire Housing Strategy – commencement initial phases 1 and 2 out to procurement, which will establish a new project timetable • Initial work started to learn about scope of West Yorkshire Nature Recovery Strategy. • Flood Review refresh – commencement delayed due to a lack of resource (diverted onto Climate and Environment Plan Wave 1 project development). Also, a need to delay start to allow for	• The Dementia-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTQIA+ groups as one of its' themes. • The refresh of the Flood Review/ integration within a wider Climate Resilience Strategy will include an Equality Impact Assessment and consideration of EDI Issues.

	Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
				of the region report for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone).		consideration of the flooding work in the wider climate resilience landscape. • Dementia-ready Housing Task Force is set up and is to commission a WY dementia strategy as part of the Housing Strategy.	
E4 22	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	• Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2, • Secure 120million flood risk management funding (Government and other partners, Quarter 1) • Design quality (review completed of 60% TCF schemes by Q4, • SPA sites identified for design support Q3, • Safer parks design guidance completed Quarter 3. • Digital Infrastructure (Gigabit-capable broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.	Head of Place and Environment Policy	• New interventions to support people in disadvantaged communities and from diverse backgrounds. • The interventions will contribute to the investment priority outcomes and will be reported through the state of the region report, for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage.		• Safer Parks (for women and girls) research project fieldwork is complete. Analysis is ongoing. • Spatial Priority Areas (SPA) sites for design support – longlist is being assembled. • Transforming Cities Fund (TCF) schemes – about 40% schemes reviewed to date. • Digital Infrastructure – Approval granted for the use of Broadband Gainshare to recruit a new Programme Development Lead. • Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping paused whilst funding identified.	• Safer Parks (for women and girls) findings have identified issues which will be used to influence policy and practice including design guidance. These will also impact positively on other more vulnerable groups. • TCF schemes reviewed have included changes such as incorporating ramps for those with disabilities or with children, a fairer gender mix of WCs and including water points in bus stations. • Completion of the Digital Opportunity Mapping will allow Research & Innovation team to undertake detailed spatial mapping of the potential opportunity areas and any EDI implications.

Building a sustainable, nature rich & carbon neutral region							
	Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
B1	Incorporate carbon impact assessment into the assurance process, provide support to promoters to	• Incorporate carbon impact assessment into the assurance process • Provide support and guidance to scheme promoters to help them	Head of Research and Intelligence	• Determined by delivery of improvement through capital schemes.		• New Stage 1 and Stage 2 carbon appraisal guidance is now fully incorporated into Assurance Framework. Carbon impact assessment (CIA) will be required for all projects submitted for decision points in Stage 1 (SA/SOC) from 1	• Incorporation of new carbon guidance and toolkit into Assurance Framework appraisal and business development will allow for much earlier alignment of projects to Climate Plan and actively shape the options developed by sponsors – the new stage 1 Strategic

Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
facilitate this and publish the results of the carbon impact assessments of existing schemes.	carry out carbon impact assessments • Publish the results of the carbon impact assessments of existing schemes.			[GREEN]	September 2022 and for Stage 2 (OBC/FBC) from 1 October 2022. Projects that have already undertaken a qualitative CIA at Stage 1 will be required to undertake a quantitative CIA at Stage 2. • Carbon impact guidance, toolkit and project assessments were published at the March and July meetings of the Carbon Energy and Environment Committee (CEEC) and CA. • Full program of training to support internal and external project managers has been delivered along with briefing and training sessions for members of CEEC and Transport Committees as well.	Outline Business Case (SOBC) assessment will also allow for wider environmental and inclusion considerations to be assessed as well using a doughnut economics analysis approach as well.
B2 B3	Reduce carbon generation in Combined Authority facilities and buildings through lower energy use and increasing the proportion of waste recycled.	• 10% reduction in energy use • At least 30% of waste is recycled • Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes.	Head of Assets	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions from waste disposal by reducing amounts burnt or sent to landfill · Reducing carbon dioxide and nitrous oxide emissions from waste and energy production will contribute to better air quality in areas of deprivation, which typically have higher levels of these gases.	[GREEN]	• Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings. For example, Leeds Bus Station currently showing a 15% reduction in electricity use against same period last year. • Waste management continues to deliver waste reductions. Recycling rates steady at c. 40%. • With regard to recycling, in June our figure was 34.98%, unfortunately in July we dipped to 25.35%, however, communications are being sent to all BSMs so this will likely increase back to over 30%. • Carbon emissions for 2021/22 were 688 tonnes against a baseline on 1072 for 2019/20.	• Increase in delivery of renewable energy contributes to regional improvements in environment (air quality) which is generally worse in areas of deprivation.
B3	Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to	• Facilitate the delivery of retrofit improvements for up to 1316 homes through partnership working with 9 registered providers by 31st March 2023	Head of Economic Implementation	• Reduction in fuel poverty for up to 1316 households in social housing provision	[AMBER]	• Resource and procurement complete, work on site has already commenced with 3 providers with a further 4 to commence on site in August.	• A specific EDI measure to be agreed with the consortium. It is anticipated that of the 1000 rental properties that will receive cavity wall insulation, this has the potential to save each property

					Building a sustainable, nature rich & carbon neutral region	
Business plan objective	**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**

existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority				🟧	• Forecasted programme is to complete all works by end March 2023.
					• 22 properties completed April-June with certificates.
					• This KPI is rated as Amber because the funding can only be awarded once the property has been confirmed as an EPC C after the works have been completed.
						per annum £235 in energy bills (at Nov 2021 prices).
						• Social housing tends to have a higher proportion of:
						  ✓ -lower income population
						  ✓ -the BAME community
						  ✓ -Female occupants
						  ✓ -Older occupants
						
						• Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.

B4 24 Complete delivery of Retrofit Hub pilot (Community Renewal Fund) – feasibility work to design energy efficiency measures for housing stock which is difficult to retrofit.	• Facilitate the creation of 100 whole house plans and a toolkit of retrofit designs for hard to treat pre-1919 stone terrace properties in Manningham by 30th June 2022	Head of Economic Implementation	• Provision of energy efficiency advice for up to 100 households in one of the most deprived wards of Bradford to assist in reduction in fuel poverty. Linkage to skills advice for green jobs training as part of same project (led by Economic Services).	🟧	• Extension of time approved to deliver outputs by 30 October 2022. New target of 150 surveys and plans to be supported through the delivery of this scheme • As of 10.08.2022 – 122 whole house surveys will have been completed. • Of these surveys, 50 whole house plans have been created and posted to residents. • 9 adult learners have signed up to register onto the Retrofit hub module which will be delivered from 18.08.2022.	• Translation support is in place for residents who do not speak English as a first language through the utilisation of Manningham Housing Association (MHA) volunteers and translated materials • 122 residents/homeowners (mostly from low income, BAME communities) have been given free energy efficiency advice during the completion of the surveys, to help improve the thermal performance of their homes. • The provision of free skills training has widened to allow adult learners across West Yorkshire to register and complete the free Retrofit Module
B5	• PLEASE NOTE - This KPI has been merged with B2 to strengthen B2 and reduce duplication of information. • B5 KPI - Reduce energy use by 10% and increase recycling to at least 30% across the CA facilities and buildings.					
B6 Ensure all fossil fuel usage continues to be purchased from renewable sources.	• Gas and electricity supply contracts are from renewable sources	Head of Assets	• Improve air quality in West Yorkshire by buying energy from sustainable sources	🟩	• Gas and Electricity contracts provide for 100% renewable energy	• This is a qualitative rather than quantitative assessment as it is difficult to assess the regional and local air quality improvements from national suppliers. Typically renewable energy is described as that received from such industries as solar, wind, hydro, geothermal and biomass but may also include some carbon offsetting from industries and activities such as forestry management (tree planting etc).
B7 Replace the CA's existing diesel vehicles with	• Replace 6 vehicles	Head of Assets	• Contribute to improved air quality in West Yorkshire by reducing carbon	🟩	• Procurement of electric vehicles delayed by global chip shortage. Order placed for electric vehicles	• No reduction in emissions gases can be achieved until the new electric vehicles are in use. Once received the electric

Building a sustainable, nature rich & carbon neutral region						
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
electric vehicles in 2022/23			monoxide and nitrous oxide from vehicle emissions		with current delivery date scheduled for October 2022	vehicles will save the annual emissions of the current diesel fleet.
B8 Implement the actions from the Carbon and Environment Action Plan.	• Climate and environment plan prioritisation (Quarter 1) • Launch Energy Accelerator targeting private sector investment (Quarter 1), • Launch Better Homes Hub targeting public/private sector investment (Quarter 3)	Head of Place and Environment Policy	• The plan focusses on a just transition to net zero and so priority will be given to interventions that support our deprived communities. • The delivery of the plan and the interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. - rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces.		• 15 of the high-level actions from the Climate and Environment Plan have been prioritised for Gainshare funding via Carbon Energy and Environment Committee (CEEC) and LAs. • Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub. • Development funding of £836k approved by CA on 22 July 2022 to allow development activity to continue at pace and resource for delivery to be secured. • Strategic Outline Case (SOC) for the seven high-level actions being considered at 28 September 2022 PAT and 19 October 2022 CA. • Net Zero Region Accelerator to be launched and targeting initial pipeline and prospectus in autumn 2022.	• EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan. • Equality Impact Assessment (EqIA) produced for the Strategic Outline Case.
B9 To encourage and incentivise the CA's supply chain to minimise their carbon impact.	Carbon impact considerations to form part of all procurement strategies over £50k	Head of Commercial	Procurement strategies are required to include their EDI implications		• 40% of procurements completed during Q1 have included Carbon impact considerations. Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in Q1 were initiated prior to this. • Going forward carbon impact considerations will form part of all procurement strategies over £50k.	• Equality Impact Assessment (EqIA) screening templates are completed for all procurement exercises.

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Creating an accessible, clean & customer focused transport system						
Business plan objective		**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
T1	Meet the Transforming Cities Fund Annual Expenditure target.	• £129.5M expenditure.	Head of Service – Transforming Cities Fund.	• Projects undertake Equality Impact Assessments • Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc • Users are engaged throughout design and delivery stages, and into operation of new facilities where required • Schemes are designed to best practice and design standard.	**RED**	• Q1 forecast was £38.6m based on partner forecasting at start of year. • Q1 outturn was £5.67m however some claims could not be paid due to outstanding funding agreements • Continue to push partners to provide accurate project forecasts • TCF team collating more realistic forecasts, but reliant on accuracy of partner information	• EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. • EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of Quality Checklist. • All except 3 schemes have some form of EQIA completed (some require significant review and updating) – Prog Team Tracking and monitoring updates and quality of submissions. • Team working with PMA on EQIA mapping against Assurance Framework – guidance and expectations.
T2	Continue development and delivery of Transforming Cities Fund programme projects.	• 15 x Outline Business Case's approved • 14 x Full Business Case's approved • 5 x projects start on site • 1 project complete on site	Head of Service – Transforming Cities Fund	• Projects undertake Equality Impact Assessments • Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc • Users are engaged throughout design and delivery stages, and into operation of new facilities where required • Schemes are designed to best practice and design standards	**GREEN**	• **Outline Business Cases**: • Approved (3): • Planned (12): • **Full Business Cases:** • Approved (3): • Planned (13): • **Start on Site:** • On site (3): • Planned (2): • **Completion** • Planned (2):	• EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. • EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of quality checklist. • All except 3 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions.

		Creating an accessible, clean & customer focused transport system					
	Business plan objective	**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
T3 27	Lead work on bus reform to drive up standards of bus travel.	• Undertake a public engagement to refresh the understanding of the public view of bus travel (Q1). • Establish the Enhanced Partnership (Q1). • Agree the objectives and the compelling case for change for bus to ensure our bus network is inclusive and provides the connectivity the communities need (Q2). • Undertake the needs assessment for bus reform, develop options for delivery of zero emission buses to West Yorkshire (Q4).	Head of Transport Policy	• The Bus Service Improvement Plan (BSIP) will look to enhance the bus service offer and provide connectivity to communities. • The indicators will be reported through the State of the Region report and Bus Service Improvement Plan annually. To include: • Increased customer satisfaction with local bus services BSIP targets - 7.5 (2025) and 8 (2030) (score of 1-10) • Improved housing accessibility by bus via the core bus network – BSIP targets - 55% (2025) and 65% (2030) • Improved employment accessibility by bus via the core bus network – BSIP targets – 60% (2025) and 70% (2030) • 4) Improved satisfaction with personal security while on the bus – BSIP targets - 85% (2025) and 90% (2030)		• The Big Bus Chart is currently underway and will conclude in September 2022, analysis will follow. • The Enhanced Partnership was established in April 2022. • The case for change is currently in development, and is expected to be considered by transport Committee in October 2022. • Consultants being procured for bus reform needs assessment. It is expected that this assessment will consider options for delivery of further zero emission buses for West Yorkshire.	• An assessment of the BSIP targets will be undertaken as part of the BSIP monitoring in the autumn. • For the Big Bus Chat the consultation team are finding ways to ensure the drop-in events have been as accessible as possible to ensure as many people are able to participate. As well as online surveys, the surveys have been made available in easy read and in various different languages.
T4	Further develop mass transit proposals for West Yorkshire.	• Establish regular engagement with DfT on mass transit (ongoing) • Obtain approval for the Programme SOBC and start work on the corridor business cases (Q1) • Development of the commercial and delivery strategy, resource mobilisation (Q2)	Interim Director of Mass Transit	• An EDI strategy for Mass Transit will be published by the end of 2022. • A comprehensive network of accessibility engagement groups to be established over the next 12 months in order to provide a robust forum to receive further feedback on the Mass Transit Strategy, as well as to act as a		• Good engagement with DfT and inclusion of mass transit in the final City Region Sustainable Transport Settlement. • SOBC approved with further funding allocated to allow progression of the programme. A CA paper in July set out programme and next steps.	• EDI strategy being developed.

				Creating an accessible, clean & customer focused transport system			
	Business plan objective	**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
				longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development. • Work with the Combined Authority's Communications/Engagement and Research Intelligence teams to ensure that the planned route options engagement exercise for Mass Transit is fully accessible for all, and provides an opportunity for all communities along these routes to have their say.	🟩		
T5 28	Build a transport pipeline, promoting active & decarbonised travel.	• Review the Connectivity Infrastructure Plan scheme lists(Q2) • Develop delivery plans from existing and new strategies for development, understand the gaps and develop a prioritisation process (Q3)	Head of Transport Policy	• Linkage to E1. that new transport projects support inclusive growth and our social wellbeing objectives and align with wider ambitions, through assessment against an agreed prioritisation framework.	🟧	• The Connectivity Infrastructure Plan scheme lists are currently being reviewed and being considered in the context of writing a new Local Transport Plan for West Yorkshire • Delivery plan development is in progress for a number of emerging and existing strategies. This will be concluded as the new Local Transport Plan develops.	• Equality, diversity and inclusion are part of the prioritisation framework for the pipeline development and will be central to the Local Transport Plan development. • External input will be sought for the Local Transport Plan which will include representation to champion EDI.
T6	Bus Service Improvement Plan – year 1 delivery • Fares, ticketing and information • Network accessibility and safety	Progress toward the BSIP targets by 2025 • Bus patronage of 2019 levels plus 15% • 95% Punctuality • 99.5% reliability • 10% decrease in bus journey times • 55% of housing on core network • 60% employment on core network	Head of Passenger Experience - Fares, ticketing and information Head of Mobility Services – network, accessibility	• Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.	🟧	• BSIP now provisionally awarded subject to formal adoption of Enhanced Partnership. • Mayor's Fares initiative planned to commence early September • Target to start to deploy BSIP network funding from March 23 in line with end of Govt covid recovery funding. • Commercial local bus market remains very volatile.	• Accessibility and connectivity is considered as part of future local bus network design. • EQIA process is implemented for significant changes to service levels.

Creating an accessible, clean & customer focused transport system						
Business plan objective		**2022/23 Target**	**Owner**	**Equality, Diversity and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
T7	Ensure efficient delivery of Combined Authority transport services.	Reduce cost per trip per passenger on tendered bus service through increased patronage • Value for money on bus contract costs (£ per km) • Reduce transaction cost for pass issuance, MCard sales, Travel enquiries, school transport • Maximum 10% overhead cost on the operation of tendered services, school transport and MCard sales.	Head of Mobility Services – network, accessibility Head of Passenger Experience - Fares, ticketing and information	Develop a database of characteristics of service users by introducing additional questions on application.	*(red)*	• Significant cost escalation together with reduced fare revenues in bus market is feeding through to CA cost pressures as reported to July Combined Authority. • Ongoing threat of bus service cuts, partly mitigated by Government extending funding. • This work will therefore focus on ensuring efficiency to manage the cost growth.	• Accessibility and connectivity is considered as part of future local bus network design.
T8 29	Consistent delivery of customer service to transport users.	• Volume stats on service use (as currently reported to Transport Committee) • Service delivery stats • Metroline call handling • Time taken to deliver passes • Digital service availability	Head of Passenger Experience - Fares, ticketing and information	• Develop a database of characteristics of service users by introducing additional questions on application.	*(amber)*	• New Head of Passenger Experience in post and further updates and progress will be provided in Quarter 2.	• The development of a database of characteristics of service users in currently being explored and progress will be reported on in subsequent quarters.
T9	Delivery of Bus Enhanced Partnership.	• The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership	Director Transport & Property Services	• Assessment of service provision by Indices of Multiple Deprivation demographic analysis.	*(amber)*	• Draft Enhanced Partnership Scheme for delivering the Bus Service Improvement Plan in formal consultation stage.	•
T10	Annual expenditure of transport infrastructure projects / programmes.	• Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)	Head of Transport Implementation	• N.A. – objective is spend only	*(amber)*	• WY + TF: £12,590,133 • LPTIP: £247,210 • IBT (CA Legacy projects): £610,618 • Active Travel: £1,293,551 • New Station Fund: £2,251,228 Total: £16,992,739 Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally	• N.A. – this objective is spend only

<table>
<tr><td colspan="7">Creating an accessible, clean & customer focused transport system</td></tr>
<tr>
<td colspan="2">Business plan objective</td>
<td>2022/23 Target</td>
<td>Owner</td>
<td>Equality, Diversity and Inclusion measure</td>
<td>RAG rating</td>
<td>2022/23 Target Progress</td>
<td>Equality, Diversity and Inclusion progress</td>
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<tr>
<td>T11</td>
<td>Continue delivery of transport infrastructure projects / programmes.</td>
<td>15 x Outline Business Cases approved
14 x Full Business Cases approved
5 x projects start on site
1 project complete on site</td>
<td>Head of Transport Implementation</td>
<td>Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc</td>
<td>Green</td>
<td>2 x Outline Business Case approved
1 x FBC approved
1 x project started on site
5 x projects completed on site</td>
<td>All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.</td>
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<table>
<tr><td colspan="7">Supporting community safety & accountable, proactive policing</td></tr>
<tr>
<td colspan="2">Business plan objective</td>
<td>2022/23 Target</td>
<td>Owner</td>
<td>Equality, Diversity and Inclusion measure</td>
<td>RAG rating</td>
<td>2022/23 Target Progress</td>
<td>Equality, Diversity and Inclusion progress</td>
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<tr>
<td>S1</td>
<td>Delivery of the Mayor's Police and Crime Plan: Strategies (including Women and Girls).</td>
<td>Establish Mayoral strategies on the Safety of Women and Girls, West Yorkshire Place, Responding to Multiple and Complex Needs, Vulnerability and Safeguarding, Victims and Witnesses by March 2023.</td>
<td>Head of Policing and Crime</td>
<td>Public consultation is representative of the communities in West Yorkshire (Equality, Diversity and Inclusion data is collected and analysed)
Strategies have core EDI theme, mirroring the Police and Crime Plan including tackling racial disparities.</td>
<td>Green</td>
<td>Commissioning Strategy Co-design events completed in each District. Drafting underway and launch planned for September.</td>
<td>Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities.</td>
</tr>
<tr>
<td>S2</td>
<td>Delivery of the Mayor's Police and Crime Plan: Performance Framework.</td>
<td>Implement new performance framework for Police & Crime plan (as set out in the Police and Crime plan.)</td>
<td>Head of Policing and Crime</td>
<td>Monitoring police force representation:
- Increase proportion of workforce from ethnic minorities
- Increase proportion of female officers
Monitor ethnic disparities in police activity and hold the Chief Constable to account where these are identified</td>
<td>Green</td>
<td>Revised Performance Framework for the PCP Plan 21-24 implemented through the performance monitoring report and the Performance Scrutiny Meeting (PSM). Priority dashboard taken to Partnership Executive Meeting to facilitate partner co-ordination and oversight.</td>
<td>Workforce paper details progress against Mayoral recruitment pledge.
Analysis of disproportionate protected characteristics police activity scrutinised at Community Outcomes Meetings and PSM.
Increase proportion of workforce from ethnic minorities – 7.2% at June 2022. A 0.8% increase on previous 12 months (June 2021).
Increase proportion of female officers – 36.7% at June 2022. A 1.4% increase on previous 12 months (June 2021).</td>
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<tr>
<td>S3</td>
<td>Commission targeted services to improve community safety and support victims of crime.</td>
<td>Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account.</td>
<td>Head of Policing and Crime</td>
<td>To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users.</td>
<td>Green</td>
<td>EDI performance monitoring reviewed and aligned to EDI Toolkit</td>
<td>EDI Assessment toolkit under development to be launched in Aug 2022 to support all commissioned providers to undertake and provide assessments against funded activity.</td>
</tr>
</table>

Supporting community safety & accountable, proactive policing						
Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
S4	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	• Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach. • Ensure delivery of the VRU Response Strategy. • Ensure community voice is representative across VRU activity	Director of the Violence Reduction Unit	• Monitor VRU Early Intervention programme attendee figures and reach. • VRU Decision making include EqIA's • VRU engagement is representative of the community. • The Community are involved in VRU decision making.		• Home office key aims identified in new home office bid and are currently on track • Needs Assessment & Responses strategy developed and implemented • Delivery plan and intervention programmes running • Research and evaluation programmes continue • Community co-production development in progress • Partnership arrangements and governance in place	• EDI measures captured as part of home office monitoring/returns process • Equality Impact Assessment (EqIA) process in place for VRU decisions ensuring our decisions are fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities. • VRU Engagement strategies in place to ensure community representation.

Championing culture, sport & creativity						
Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
C1	Progression of British Library North business case through the Assurance Framework.	• Approval of 1 Outline Business Case by 31st March 2023	Head of Economic Implementation	• Creating an inclusive and diverse learning and cultural space for all of the region		• Delayed due to cost escalation and consequential need for programme review • Officers are working proactively alongside all partners & looking at options to move the project forward to the next stage.	• Delayed due to cost escalation and consequential need for programme review.
C3	Develop and implement a Creative New Deal and shape interventions to deliver it to support in part more inclusion and diversity in the region.	• Culture framework developed with a planned pipeline of work created by Autumn 2022. To enable increase in % participation in culture events from people from diverse and disadvantaged backgrounds.	Head of Business, Innovation, Skills and Culture Policy	• Culture framework developed with a planned pipeline of work created. • To enable increase in percentage of participation in culture events from people from diverse and disadvantaged backgrounds. [% target to be selected as part of the culture framework development]		• Culture, Heritage and Sport Framework is out for public engagement, with Equality Impact Assessment (EQIA), and a strategy for reaching seldom-heard groups. Final framework version to be approved by Culture Committee and published Nov 22, with pipeline of work covered by Business Case approved by April 22.	• The Culture, Heritage and Sport Framework is available in 4 languages, easy read format, and British Sign Language (BSL) (forthcoming). • Framework includes EDI measurement: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities." • Pipeline of work is in progress (3 x business cases approved), with Implementation Programme in development.

Championing culture, sport & creativity						
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
				■		• Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation. • EDI evaluation included in Year of Culture business cases.
C4 Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	• Support 100 Creative and Cultural industries businesses.	Head of Trade & Investment	• Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities.	■	• 26 businesses currently on Creative Accelerator. • 942 days of work across 13 businesses and 22 projects supported via TV and Film Development Fund. • Cohort 2 of Mayor's Screen Diversity programme (Beyond Bronte's) in delivery.	• The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until November 2022. • Export support – tendered. • Creative Collectives will boost creative ecosystem by supporting a bespoke programme of diversity focussed events, ie Leeds Queer Film and TV Festival and other districts events.

Driving economic growth & innovation to enable good jobs						
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
J1 Fair work charter launched and business sign-up to charter.	• Consultation undertaken March/April 22. • Charter launched summer 22.	Lead Policy Manager	• Consultation is representative (EDI data collected and analysed) • EDI commitments for employers embedded into charter	■	• Delay in undertaking analysis of consultation responses due to an unresponsive market and a pause in commissioning specialist support needed for the next phase, including implementation design, due to capacity constraints within procurement function.	• One of the key drivers of the Charter is to make all workplaces in West Yorkshire more inclusive. • The project is being driven by a Steering Group which is diverse including in terms of age, ethnicity, gender, and physical disability • Public consultation responses included the following results: more women than men responding; 10% of respondents were non-white; and one third of respondents had a physical or mental health condition or illness.

J2	Develop a pipeline of new business interventions that meet our strategic needs and address the challenges of the region.	• Investment plans for business and innovation developed by Autumn 2022 that meet the needs of the region in partnership with the business community.	Head of Business, Innovation, Skills and Culture Policy	• New measures developed to include a focus on businesses led by people from diverse and deprived backgrounds. • Improving productivity and access to good jobs, will support the investment priority outcomes and will be reported through the state of the region report e.g. quality of work		• Pipeline developed and agreed by Business Economy and Innovation Committee (BEIC). Work underway to prioritise interventions and take through assurance processes. • Economic plan is being developed with a view to publishing in March 2023 • Pipelines developed and signed off by BEIC. Work to develop specific interventions underway for innovation, for business support and to support businesses reduce their carbon emissions. • Approval process being determined for Shared Prosperity Fund	• Growth service have been monitoring interactions with diverse and deprived groups. We have written in more robust monitoring into all of the new strategic programs.
J3	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.	• 3,000 SMEs supported .	Head of Business Support	• 10% with at least one BAME decision-maker • 15% with at least one Female decision-maker • 25% in 20% most deprived on IMD		• 1262 SME's Supported • 42% of Annual Target, which demonstrates ongoing high demand for support from businesses • SMEs supported via the current Growth Service Gateway, events and via the support of Growth Managers, as well as via products delivered and/or funded by the CA. • Business case in development and progressing through the CA Assurance Framework to implement ongoing improvements to the service in terms of reach, visibility, product range and use of digital tech.	• Ethnic Minority 33.9% • Female 50.9% • 20% Most deprived 35.0% • Protected characteristics data now being collected for all business support enquiries & interactions. • The above figures on ethnicity, gender and disability relate to the businessperson leading the enquiry / interaction with the service. This is typically the business owner or another key decision-maker in the business. • Good progress to date on all EDI targets, but recognise more still needs to be done to broaden the reach of the service.
J4	Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19, EU Exit & global events through access to finance and good	• 1500 SMEs supported intensively to build resilience and grow.	Head of Business Support	• 25% in 20% most deprived on IMD		• 350 SME's Supported • 23% of Annual Target, which is just behind profile for the more intensive interactions, such as grant investment and coaching / mentoring, but this is typical for quarter one and is expected to increase through the year. • Support is being provided to businesses with access to finance,	• 27.4 in 20% most deprived on IMD • Decent progress to date on engaging with those businesses located in the 20% most deprived parts of the country as set out by the IMD.

	quality advisory support (public and private).				■	innovation and tech adoption, business planning, resource efficiency, sustainable & active travel, and business start-up.	
J5 34	Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focussed on a universal offer for any person in WY who wants to start a business, and a more bespoke offer for a smaller number of high growth innovation-led enterprises with the potential to achieve significant economic, social and environmental returns. Strong focus on ED&I in terms of outreach, marketing and target outcomes.	• 500 pre-start & start-up firms supported.	Head of Business Support	• 50% Female, 20% BAME (30% for Workstream 3), • 3% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%).	■	• 92 pre-start & Start-up firms supported • 18% of annual target • Below profile but the pipeline of new clients is building and the numbers joining the programme are expected to increase throughout the rest of the year. • Over 400 enquiries about the programme have been received, but the 92 only relates to those that have accessed the support to date. • The LA-employed Start-Up Managers are now all in post and are driving new clients to the support available. • A broader range of referrals are now being received via the private and third sectors, as well as via complementary products such as ADVenture and Start-Up Loans.	• Female 58.5% • Ethnic Minority 32.5% • Disability 8.4% • Good progress to date on meeting the EDI targets, which are set out clearly in the contracts with the main providers on the programme. • Referrals into the programme from the supply chain of the primary contractor are contributing to the progress to date. These include Inspired Neighbourhoods, Airedale Enterprise Services, Barca Leeds and Paddock Trust.
J6	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).	• Agreed by Autumn 2022.	Head of Business, Skills, Innovation and Culture Policy	• New measures in the deal to be developed to include a focus on businesses led by people from diverse and deprived backgrounds. • The deal will focus on sectors that have wider societal benefits, such as health technology that ultimately supports improved health outcomes. • Targeting innovation investment across the region in driving up improved EDI outcomes which will be reported through the state of the region report e.g. Entrepreneurship/ start ups	■	• Working group established to progress this. Dependent on both the WY vision/ plan being developed and the Economic Plan so will be later than originally planned.	• Focus will be on innovation for everyone (inclusive innovation).

J7	Improve the export performance of the region and encourage businesses to internationalise	• 350 businesses assisted with overseas trade initiatives.	Head of Trade & Investment	• Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses.	(green)	• 40 businesses assisted by T&I via initiatives like the Alibaba Group and UK Israel FTA roundtables and Export Academy sessions. • A number of trade initiatives which relate to the new international trade strategy will assist this target to be met in 2022/23.	• The next iteration of the international trade strategy includes the delivery of interventions that assist businesses that are disadvantaged or disproportionally impacted by the new trading environment, ie female led and BAME businesses.
J8	Attract, grow and retain investment in West Yorkshire	• 2,000 jobs created and safeguarded.	Head of Trade & Investment	• Targeting all new jobs created to be paid above the national average salary.	(amber)	• 7 new jobs created in total in Q1. • A strong pipeline exists. If investor confidence remains strong, we envisage hitting target.	• New jobs connected to 2 investment projects, 1 landing in Leeds and 1 in Bradford. • All jobs created pay above the national average.
J9	Deliver West Yorkshire Business Accelerator Fund	• Launch of fund and Investment Programme by Foresight • 250 Jobs created over the life of the fund, 200 jobs safeguarded. 21 businesses invested in with target to become net zero by 2038.	Head of Commercial Development & Investment	• The Fund will be an Ethical, Social and Corporate Governance Fund, with applicant businesses being asked to complete an ESG questionnaire to measure their credentials across a broad range of measures including: • Environmental impact and track record • Whether the business is an accredited Real Living Wage employer • The gender and ethnicity of employees • The gender and ethnicity of Board Members The following KPI's will be monitored. • % of boards that are all female teams • % of boards that are all male teams • % of boards that are mixed gender teams • % of boards with BAME representation • % of boards with 100% BAME representation	(green)	• Limited Partnership Agreement signed in July 2022. • Initial investment has been made which is for £ 2million in a Bradford Based Business.	• Outcomes and EDI measures should become visible at initially quarterly reporting session which is to held in November 2022.

	Enabling a diverse, skilled workforce & accessible learning for all						
Business plan objective		**2022/23 Target**	**Owner**	**Equality, Diversity, and Inclusion measure**	**RAG rating**	**2022/23 Target Progress**	**Equality, Diversity and Inclusion progress**
W1	Develop a future pipeline for skills investment and implement the Employment and Skills Framework, including a Digital framework and digital skills plan.	• Development of a skills pipeline and investment plan. Including the development of the digital skills plan by Autumn 2022.	Head of Business, Innovation, Skills and Culture Policy	• New plan includes how we will improve access to digital skills for those from deprived communities and from diverse backgrounds. • New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills		• Pipeline development in progress – early consultation with Employment and Skills Committee (ESC) has taken place, with paper in next steps to go to October ESC meeting • Business case in development for the next programme to follow the Employment Hub • Digital Skills Framework was endorsed by ESC and will go to LEP and CA in Autumn	• Employment Hub, and what will follow, is a universal service with the following priority groups low paid, low skilled and unemployed whilst others chose a mix of young people, SEND, employed, economically inactive and over 50s. EDI level programme targets to be agreed with LAs in August. • Digital inclusion is one of the four key priorities of the plan, this will be measured by population with Essential Digital Skills (EDS)
W2 36	Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.	• Green jobs taskforce to produce workable and socialised recommendations by January 2023 to develop green skills in the region.	Head of Business, Innovation, Skills and Culture Policy	• Green jobs workstreams to include focus on individuals from deprived and diverse backgrounds being part of the taskforce. • Creation of green jobs will support the investment priority outcomes and will be reported through the state of the region report		• Funding for delivery or green skills programmes is being developed through Climate and Environment Action Plan SOBC. • Draft recommendations will be taken to October Taskforce meeting ahead of full consultation • Summer school activity has been commissioned to include student voice in the recommendations	• Equality Impact Assessment (EqIA) will be part of SOBC • Consultation framework to be developed • Activity has been commissioned for delivery by youth engagement organisations and including a requirement to reflect diversity
W3	Number of businesses supported to engage with employment and skills programmes	• 266 (including 90 business volunteers in schools).	Head of Employment and Skills	25% of businesses in most deprived on IMD		• 49 businesses supported to date against a cumulative profile of 26	• 24% of the businesses are from businesses in most deprived IMD to date against a cumulative profile of 15%
W4	Number of adults supported to upskill, re-train or access employment/self-employment	• 62,300	Head of Employment and Skills	For AEB: • 43% Learners from ethnic minority groups (WY demographic 20%) • 23% Learners with learning difficulties and disabilities (match WY Demographic) • 43% Unemployed Learners • 67% Female learners For non-AEB: • Ethnic minority – 20%		• 10,587 adults supported against a cumulative profile of 8,078	• 52% against cumulative profile of 43% • 15% against cumulative profile of 23% • 47% against cumulative profile of 43% • 66% against cumulative profile of 67% • 28% against cumulative profile of 20% • 9% against cumulative profile of 23%* • 65% against a cumulative profile of 50% • Performance against our EDI ambitions is collectively above profile at end of Q1 apart from engaging with disabilities.

Enabling a diverse, skilled workforce & accessible learning for all						
Business plan objective	2022/23 Target	Owner	Equality, Diversity, and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
			• People with disabilities – 23% • Women – 50%	█		However this is due to some programmes reporting on this following quarter end and so data was not able to be reported in Q1 reporting'

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West Yorkshire Combined Authority

Tracy Brabin Mayor of West Yorkshire

Report to:	Finance, Resources, and Corporate Committee
Date:	6 September 2022
Subject:	**Social Value Portal Trial Outcomes**
Director:	Angela Taylor, Director, Corporate and Commercial Services,
Author:	Paul Emmett, Procurement and Contracts Manager

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

1. Purpose of this report

1.1 To provide an update on the outcome of the Social Value Portal trial procurements which have been undertaken.

2. Outcomes of the Trial

2.1 The Committee has previously considered reports from the Head of Commercial, setting out the approach being taken to social value in procurement, "social value" being the umbrella term for the wider economic, social, and environmental effects of an organisation's actions.

2.2 In recent years the procurement process has requested social value commitments from suppliers against a list of specified objectives. There is then a minimum weighting of 10% applied to social value in the evaluation stage. This approach has achieved some success to date but is limited by the inability to consistently measure the benefits proposed and then challenges around monitoring their delivery.

2.3 In line with partner authorities across the region, the Combined Authority has been working with Social Value Portal to resolve some of these barriers in developing the social value agenda. The FRCC agreed last year that the Combined Authority adopt the national TOMs framework (created by Social Value Portal), which identifies, and measures additional social value benefits delivered through our activities, in terms that are meaningful to external

stakeholders. The TOMs were split into a Master and Light set, allowing the social value expectations to be tailored depending on the value of the contract in question. The Light set will be applied to operational type contracts and the Master set to strategic contracts.

2.4 Following these approvals a trial has been undertaken through the Social Value Portal using these TOMs, allowing Commercial to assign objective financial value to social value commitments made by suppliers across procurement activities.

2.5 The trial has now considered seven projects run through the Social Value portal with support from the Procurement function which have had full contracts awarded.

2.6 Of the seven contracts awarded six contain specific commitments made by the awarded suppliers. With the seventh contract no parties responding to the invitation to tender submitted a social value commitment.

2.7 The percentage of contract value converted into social value on these contracts varies between 9.75% at the lowest end to 44.43% at the highest level with the average social value commitments made equating to 23.61% of total contract value. The total financial value of the social value commitments made is £435,177 across the lifetime of the contracts. This is a significant step forward in terms of being able to monetarise and capture social value. Achievement against these commitments throughout the life of the contract will be monitored via the portal as well as confirmation at the conclusion of the contracts that the full value has been achieved.

2.8 As with any trial there are several lessons to be learnt and improvements that can be made before a wider roll out takes place. Following feedback through the trial it is recommended that the number of TOMs in both the Master and Light list is reduced to a more manageable number, allowing a focus on the social value commitments most closely aligned to our corporate and strategic objectives. This will be considered by the Social Value Steering Group (a cross-functional group at the Combined Authority) and an update on this, along with the plan for a fuller roll out, will be provided to a future meeting of the Committee.

3. Tackling the Climate Emergency Implications

3.1 The WYCA TOMs specifically have measures focusing on decarbonization and safeguarding the natural world while targeting circular economy solutions and resource efficiency.

3.2 As part of our review of the TOMs we will ensure a focus remains on tackling the climate emergency, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

4. Inclusive Growth Implications

4.1 The WYCA TOMs specifically have measures to target healthier, safer, and more resilient communities, and to support responsible regional growth.

4.2   As part of our review of the TOMs we will ensure a focus remains on inclusive growth benefits and impacts, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

5.   Equality and Diversity Implications

5.1   The WYCA TOMs specifically have measures to target greater opportunities for disadvantaged people, to improve skills and training for these disadvantaged groups and improving employability for young people while also specifically focusing on reducing inequalities.

5.2   These TOMs allow us to focus on reducing gender pay gaps, support armed forces veterans and mothers returning to work while ensuring those Not in Employment, Education or Training (NEETs) are provided opportunities for positive quality of life outcomes.

5.3   As part of our review of the TOMs we will ensure a focus remains on equality and diversity benefits and impacts, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

6.   Financial Implications

6.1   The Social Value Portal allows us to better understand the financial benefits of our activities in a wider social value setting.

6.2   Without the Social Value Portal, we may not be able to assign a meaningful financial value to any social value activities undertaken by our suppliers awarded onto our contracts without a significant investment in measurement and reporting.

6.3   The Social Value Portal shows that the first seven contracts will, in addition to the core purpose of the contract, deliver £435,177 of social value directly into West Yorkshire which otherwise would not have been funded.

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 Finance, Resources, and Corporate Committee notes the successful outcome of the Social Value Portal trial.

11.   Background Documents

There are no background documents referenced in this report.

12.   Appendices

12.1   Appendix 1 – Social Value Portal Reporting

Project	Awarded Supplier	SV Commitment		SLEVA (%)
Innovative Entrepreneurs	Nexus Leeds	£	300,607.00	24.44%
CSR Manningham Retrofit	Mill Green Deal Advisors	£	-	0.00%
West Yorks Park and Ride Study	Systra Ltd	£	5,748.00	19.24%
WYCA Brand Review	Thompson Bran	£	35,543.00	44.43%
West Yorks Mobility Hubs	Ove Arup and Partners	£	5,559.00	9.75%
Connecting Innovation	RTC North Ltd	£	62,976.00	42.70%
Residents Perceptions of Transport	DJS Research Ltd	£	24,744.00	24.74%
		£	435,177.00	

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