

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 10 NOVEMBER
2022 IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS, LS1 2DE**

A G E N D A

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 6 SEPTEMBER**
(Pages 1 - 2)
- 5. FINANCIAL PERFORMANCE**
(Pages 3 - 10)
- 6. INFLATION: TRANSPORT PROGRAMMES**
(Pages 11 - 30)
- 7. CORPORATE PLANNING AND PERFORMANCE**
(Pages 31 - 62)

Signed:



**Chief Executive
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES AND CORPORATE COMMITTEE
HELD ON TUESDAY 6 SEPTEMBER 2022
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS, LS1 2DE**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mark Roberts (Deputy Chair)	LEP Board
Councillor James Lewis	Leeds City Council
Councillor Jane Scullion (Substitute)	Calderdale Council

In attendance:

Angela Taylor	West Yorkshire Combined Authority
Faye Barker	West Yorkshire Combined Authority
Lorna Jones	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

9. Apologies for Absence

Apologies had been received from Cllr Hinchcliffe, Cllr Pandor, Cllr Jeffery and Cllr Swift.

10. Declarations of Disclosable Pecuniary Interests

There were no declarations of pecuniary interests at the meeting.

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

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

12. Minutes of the Meeting held on 12 July 2022

That the minutes of the meeting held on 12 July 2022 be approved.

13. Financial Performance Report

Members considered a report that provided an updated position on the quarter 1 forecast for 2022/23 as well as the approach to business planning and budget setting for 2023/24.

The Committee discussed the inflationary pressures and that the full impact would not be felt until the next financial year as most contracts, excepting those relating to buses, were renewed annually.

Members discussed the need for workshops to look at budget planning in further detail and to ensure an agile approach.

Members discussed the UKSPF and when the Combined Authority might be able to look at how the funding stream could be brought into the business and budgetary planning process. The Combined Authority had approved the submission to Government and confirmation was expected in the next month.

Resolved: That the financial position be noted.

14. Corporate Planning and Performance

Members considered a report that provided an update on risk management process. Members noted the ongoing work on the escalation of risks to ensure a comprehensive and consistent approach. The risk register would also be changed to separate out risks that had been realised and in process from those risks that had been identified but were not live.

Members discussed the challenges around procurement and noted that the team had been staffed up to deal with an expected number of procurements which had been exceeded. The team had been restructured and further recruitment was underway.

Members asked for a trend to sit alongside the RAG rating to provide more context to the risks and help members to focus on the most important areas.

Resolved: That the report be noted.

15. Social Value Portal Trial Outcomes

The Committee considered a report that provided an outcome of the social value trials. Seven procurements had been completed as part of the social value portal trial and £435,177 worth of social value commitments had been secured.

Members were very supportive of the social value trial outcomes and noted that the process would be reviewed to ensure that it could be refined to be more straightforward. It would also be important to monitor the delivery of the social value commitments.

Resolved: That the successful outcome of the Social Value Portal Trial be noted.



Report to: Finance, Resources and Corporate Committee

Date: 10 November 2022

Subject: **Financial Performance Report**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: Angela Taylor

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

1. Purpose of this Report

1.1 To provide an update on 2022/23 financial performance.

2. Information

Q2 2022/23 Financial Update

- 2.1 Final reviews of the Q2 revenue budget position are being undertaken at the time of writing alongside an update on the full year forecast. This is taking into account the impact of inflation across a range of Combined Authority activities and is mindful of any potential changes to funding that may arise as a result of the recent changes in government. The impacts of any announcements in the Government fiscal event scheduled for 17 November will also need to be factored in.
- 2.2 Current indications are that a number of non-recurring savings in year will counterbalance those areas where expenditure has increased such as energy costs and bus tendered services and this will be confirmed by the time of the next meeting of the Combined Authority.

- 2.3 A number of additional monitoring arrangements for bus tendered services expenditure were agreed earlier this year at the time budget virements were approved. **Appendix 1** provides the latest monitoring statement indicating that the September monthly payments were in line with the approved budget.

Capital Programme Update

- 2.4 The table below summarises the total expenditure on the Combined Authority's capital programme as at quarter 2 2022/23. This includes the current expenditure forecast 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 September 2022	Expenditure upto Quarter 2 2022/23	% of in-year Forecast
Transport Programmes				
City Region Sustainable Transport Settlement		£68,280,000	£5,283,946	7.74%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	£129,518,965	£64,467,093	£13,401,738	20.79%
West Yorkshire plus Transport Fund	£102,395,761	£59,726,739	£29,572,653	49.51%
Zero Emissions Bus Regional Areas		£3,818,701	£0	0.00%
Leeds Public Transport Investment Programme	£368,755	£2,870,000	£1,431,447	49.88%
Integrated Transport Block (CA legacy projects)	£4,281,941	£5,288,676	£1,739,830	32.90%
Active Travel		£7,489,580	£2,671,396	35.67%
New Station Fund	£10,000,000	£3,687,541	£3,731,910	101.20%
Economic Development Programmes				
Getting Building Fund		£11,377,575	£8,783,808	77.20%
Brownfield Housing Fund	£29,178,719	£29,178,719	£150,552	0.52%
Social Housing Decarbonisation Fund		£5,061,627	£253,685	5.01%
British Library North	£3,803,586	£3,803,586	£0	0.00%
Corporate Projects	£2,609,900	£2,609,900	£821,457	31.47%
Broadband	£2,429,409	£1,525,169	£85,018	5.57%
Growth Deal - Economic Development		£123,300	£0	0.00%
Business Accelerator Fund	£3,070,000	£3,070,000	£2,165,255	70.53%
Total Capital Spend	£284,587,036	£272,378,206	£67,842,421	24.91%

- 2.5 Expenditure of almost 25% (of the current expenditure forecast) at quarter 2 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.

- 2.6 The majority of the Combined Authority's forecast expenditure in 2022/23 is concentrated across five major programmes: the new City Region Sustainable Transport Settlement (CRSTS); 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

- 2.7 CRSTS includes over 100 different projects all of which are progressing at different stages. A full review is ongoing regarding expenditure forecasts, however forecasting prior to receipt of the full business cases for each project can never provide robust forecasts due to the levels of uncertainty at earlier stages of the assurance process. Having said this the forecast for 2022/23

includes a significant percentage of spend from elements of the programme that were previously known as Local Transport Capital (including Highways Maintenance and the Integrated Transport Block) delivered by the partner councils. Spend on these projects is progressing but claims cannot be paid until funding agreements are in place which is not likely to be until quarter 4.

- 2.8 The first formal return of monitoring information required by the Department for Transport (DfT) is currently in preparation and will be submitted in November 2022. The DfT will use this first return to produce a league table of performance across all CRSTS programmes.

Transforming Cities Fund

- 2.9 Despite the quarter 2 expenditure on TCF being lower than previously forecast, a number of individual projects are progressing well:
- Enabling works continue on Leeds Station Gateway and York Station Gateway.
 - On site works continue for Leeds City Centre Cycle Connectivity (Phase 1), Halifax Bus Station and White Rose Rail Station.
 - The design requirements for planning documentation on Halifax Rail Station Gateway have now been finalised, and there continues to be engagement with key stakeholders such that a timeline for planning submission should be identified over the next quarter.
 - This period should also see substantial completion of design for Halifax Bus Station, which recently completed its steel erection and confirmed CCTV requirements. Practical completion of this safer and fully accessible bus station is due to be next calendar year.
- 2.10 Programme risks continue to be assessed and acted upon. For example, land acquisition and the need for Compulsory Purchase Orders was identified as one of the highest risks. However, this risk has been monitored through questionnaires and other forms of regular engagement and mitigated through re-design where necessary and practical. Another risk is around inflation, which is being addressed through the inflation review reported later on this agenda.
- 2.11 Quality remains a key concern, with the Quality Panel Board meeting almost monthly to review and support schemes. Examples of the assessments this panel uses include those from Active Travel England, Equality Impact Assessments and Carbon Impact Assessments. One scheme being reviewed is Huddersfield Bus Station, where consideration has been given to Kirklees' dementia guidance, staff parking and green/ living walls / roof.

Transport Fund

2.12 The Transport Fund has been in operation since 2015 and is now in its eight year of delivery. It includes 101 individual projects, 26 of which are currently in delivery / onsite with 52 in development and 23 that have been completed. Therefore almost 50% of projects (by number) have either been completed or are being delivered. Of the £1 billion available currently £465 million has been approved for projects so far.

2.13 Project progress:

- The following projects have been completed over the past few months: the East Leeds Orbital Route (ELOR) opened in July, Huddersfield Narrow Canal towpath improvements brought into operational use in September and Rail Parking Package Hebden Bridge additional 45 spaces opened at the end of July.
- A number of key projects are currently on site:
Corridor Improvement Programme projects: Wakefield A650 Newton Bar, Kirklees A62 Smart Corridor, Calderdale A58 / A672 and A646-A6033 Corridors and Leeds Dyneley Arms. Also Armley Gyratory, A629 (Phase 1B) Elland Wood Bottom to Jubilee Road, Leeds City Square, Rail Parking Package Steeton and Silsden.

Getting Building Fund

2.14 The GBF is progressing towards closure of all projects. Six projects are on site using match funding but only four projects are still spending GBF (Business Growth Programme, Bradford One City Park, Wakefield Warm Homes and Wakefield Langthwaite Enterprise Zone).

2.15 The Combined Authority's Business Growth Programme (BGP), which provides grants to businesses to support growth and resilience, is fully committed and expects to spend the full amount by the end of the financial year. There was a slight reduction in applications from businesses over the spring and summer of 2022, but they have increased in the last two months and the budget is currently over-committed by circa 10%. Experience over recent years points to this being an appropriate level of over-commitment at this stage in the year.

Brownfield Housing Fund

2.16 Approval of new projects through the BHF continues with a total 10 projects now approved. The forecast expenditure on the programme is unlikely to be spent until the final quarter due to the way the payments to project sponsors will be made.

2.17 Other Programmes:

- **Leeds Public Transport Infrastructure Programme (LPTIP)** – Leeds Bus Station, the final project funded by LPTIP monies, completed on site at the beginning of September 2022. Another project in this programme, Stourton Park and Ride, has just been awarded the British Construction Industry Award for National Transport Project of the year.

3. 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

There are no background documents referenced in this report.

12. Appendices

Appendix 1 - Bus tendered services expenditure monitoring.

This page is intentionally left blank

Agenda Item 5

Appendix 1

	Sep22 YTD actuals 2022/23	Sep22 YTD forecast 2022/23	variance	annual revised budget 2022/23	comment
School Transport					
Contract payments	7,153	8,106	(953)	16,211	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. From Sept new contract prices will apply so will costs will catch up through academic year progressing.
District Recharges	(1,598)	(2,509)	911	(5,018)	Timing difference
Other revenue	(2,213)	(2,756)	542	(5,511)	Timing difference
Net Cost Of Schools	3,342	2,841	501	5,682	
Local Services					
Contract payments	8,615	8,789	(173)	17,577	Savings due to strike action
Non-school recharges	(697)	(755)	57	(1,509)	
Farebox, PPT & Concessions	(233)	(421)	188	(842)	
Other inc Boxing Day	-	-	-	143	
Net cost of local services	7,685	7,613	72	15,369	
Access bus	1,353	1,412	(58)	2,823	
BSOG income	(1,032)	(1,032)	-	(2,063)	
Gov Covid grants	(1,015)	(1,015)	-	(2,029)	
BRG	(10)	(10)	0	(19)	
Totals	10,325	9,810	515	19,763	-

This page is intentionally left blank



Report to: Finance, Resources and Corporate Committee

Date: 10 November 2022

Subject: **Inflation: Transport Programmes**

Director: Melanie Corcoran, Director of Delivery

Author: Caroline Farnham-Crossland, Transport Partnerships Lead

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

1. Purpose of this Report

- 1.1 To recommend the programme savings identified for West Yorkshire Transport Fund (WYTF), Transforming Cities Fund (TCF) and City Region Sustainable Transport Settlement (CRSTS) are taken to CA for approval.
- 1.2 To recommend the projects to be paused and pipelined in WYTF, TCF and CRSTS; as set out in this report, are taken to CA for approval.
- 1.3 To recommend the additional funding requests on projects in WYTF, TCF and CRSTS, as set out in this report are taken to CA for approval.
- 1.4 To recommend that the projects identified in the report are taken to CA for approval to progress to the next development decision point
- 1.5 To recommend to CA that both WYTF and TCF projects can be re-baselined based on the milestone information included in the report.

2. Information

- 2.1 A paper was presented to FRCC on 12 July 2022, where it was agreed that the Combined Authority and partner councils would work in partnership to address the inflation issues that are collectively being experienced on transport projects. FRCC agreed that work should be undertaken to review the current transport portfolio to consider where

projects could be paused and added to a future funding pipeline. Pausing and pipelining projects will reduce levels of overprogramming and allow us to move forward with more sustainable programmes which can accommodate the unprecedented levels of inflation currently threatening the successful delivery of our programmes. WY+TF is a £1bn programme that currently has overprogramming of £151m, which could potentially increase in the near future to £215m due to the impact of current inflation rates. Overprogramming needs to be reduced and headroom created within the programme to fund unforeseen cost rises expected in the coming 12-18 months due to inflation rises. The review has therefore identified expenditure that can be reduced in the existing programmes to enable a smaller number of schemes to move ahead at this time. Programmes will be delivered over longer timeframes and schemes that are added to a pipeline will seek funding from alternative sources.

- 2.2 The TCF programme, whilst not currently over-programmed, has also seen financial pressures across the programme as schemes complete procurement for construction and high inflation rates are causing costs to rise steeply. Without this programme review, TCF would likely exceed the programme budget if all schemes were to progress to delivery in their current form. Other considerations, such as meeting bus and cycling and walking output and quality expectations by DfT and changes to travel demand and patterns since Covid have also led to a review of the schemes across the programme. The review has identified projects that will continue to be developed and delivered to ensure the desired outputs and priorities can be achieved. A number of projects in the TCF programme with key outputs for TCF and BSIP, that are in the earlier stages of development, will continue to be scrutinised through the assurance framework and will progress to delivery where they can ensure the desired transport benefits and outputs are achievable.
- 2.3 The £830m approved CRSTS programme is over-programmed by £90m with only 7% allocated to cover inflation costs overall. This is below the current inflation costs which are running at over 10%. Construction materials are higher than this inflation rate which is creating increasing costs on delivering construction projects.
- 2.4 External influences have created pressure on funding. The high inflation rates, war in the Ukraine, BREXIT and covid have all added financial and / or resource pressure to transport programmes. The result is that costs have and continue to increase on all transport programmes, however the funding allocation remains the same, meaning there is a significant risk that the funding allocations won't be able to fund all the current projects within the transport programmes. The CA and partners want to continue to deliver the programmes in their entirety, therefore the agreed way forward is to pause and pipeline certain projects for delivery over a longer time frame and continue to deliver prioritised projects at pace.

- 2.5 Effective programme management requires regular reviews of financial, milestone and strategic fit of projects as well as responded to immediate issues which could affect deliverability and finances. Therefore, the decision was made at FRCC to review and assess the current portfolio of transport projects to allow for funding to be returned back into the transport programmes, to address overprogramming, additional costs increases and overall, reduce financial pressure.

Analysis and Assessment

- 2.6 Projects were assessed against the following criteria:
- Financial viability.
 - Deliverability (and delivery being within agreed timescales).
 - Strategic fit and suitability against sustainable travel. West Yorkshire current strategic priorities give a focus to more sustainable travel options.
- 2.7 Working jointly with our Partner Councils, the assessment has been undertaken for each project within TF and TCF against these criteria.
- 2.8 A series of inflation review meetings were conducted jointly with the CA and Partner Council officers over the summer. In these meetings we worked collaboratively to assess projects that could be delivered over a longer timeframe, or continue to develop and add to a pipeline, or pause and add to a pipeline. This will reduce overprogramming and proactively address the rising inflation costs on our infrastructure schemes.
- 2.9 We have received positive responses from Partner Councils and we are collectively able to put forward a number of schemes which can be paused, pipelined or developed over longer timeframes. Collectively, we propose the release of costs from the current programmes of approx. £270m to ease the immediate pressure on budgets and to allow this funding to both mitigate current inflationary issues and be set aside to deliver key transport priorities on projects currently in development. By continuing to develop schemes we can include 'shovel ready' schemes on the pipeline which will be ready to apply for the residual and any future funding opportunities as and when it becomes available. Available funding will be prioritised for those schemes that demonstrate significant local transport outputs, benefits and deliver against our priorities such as the BSIP.
- 2.10 Engagement with Partner Council officers, portfolio holders and leaders has been crucial in shaping the recommendations being put forward in this report.

Principles

- 2.11 The projects recommended for pausing will, where possible, continue to be developed to the next decision point. After this stage, those projects identified as being able to pause, will be added to the pipeline to respond to

alternative funding when it becomes available. This means projects will have a longer duration for delivery than previously planned. This allows us to address the immediate inflation issues on projects, whilst maintaining our transport portfolios for future funding opportunities.

- 2.12 Two Bus Park and Ride, and a number of Rail Park and Ride schemes will be paused and added to the pipeline. This will allow demand levels to be further reviewed as current demand levels have not yet returned to pre-covid levels. As demand increases we will further review schemes at that point.
- 2.13 The Corridor Improvement Programme Phase 2 projects will continue to be developed to the next decision point. After this decision point, these projects will be added to the pipeline to respond to alternative funding sources as they become available.
- 2.14 Some projects have already applied for alternative funding such as City Regional Sustainable Transport Settlement (CRSTS), Major Road Network (MRN) and Levelling Up Fund (LUF) Round 2. We have been successful in securing the CRSTS funding, and some projects have been identified to transfer to the CRSTS programme. We are awaiting decisions on whether projects have been successful in securing MRN and LUF2 funding.
- 2.15 A number of TCF corridor projects will be taken forward to the next development stage and the intention will be to identify elements of these that meet our BSIP priorities and take these into final development and delivery stages subject to these meeting the desired expectations around outputs, benefits and quality standards.

Schemes to be Developed Further and Added to the Transport Pipeline

- 2.16 The table in **Appendix 1** lists the pause and pipeline projects that have been identified. It also includes those projects where alternative funding sources have been bid for, the indicative funding approvals and the next decision point that these projects will be developed to before being paused and pipelined.
- 2.17 The table in **Appendix 2** shows the additional funding requests on projects that have been prioritised and the new indicative funding total.

Cross Boundary Schemes

- 2.18 As detailed in the district information above, there are a number of cross boundary schemes that have been considered as part of the inflation review. The recommendations for these are detailed below:
 - A641 Calderdale, Kirklees, Bradford- recommend continue to develop and deliver through Transport Fund.

- A629 Ph4- Calderdale, Kirklees- recommend phase 4 is paused and added to pipeline to seek alternative funding.
- M2D2L- Kirklees, Leeds- recommend to continue to develop to FBC and deliver activity in Leeds, within budget and add to pipeline for unfunded elements.

2.19 There are two cross boundary schemes within the TCF Programme, A61 and A639, both being delivered by Leeds and Wakefield. The recommended approach to these have been agreed between the partners and have been detailed in the previous sections of this report.

- A61 Leeds, Wakefield- continue to develop to OBC, with Wakefield elements developed to FBC.
- A639 Leeds, Wakefield- continue to develop to OBC with limited delivery funded and the main works added to the pipeline.

Financial Summary

	TF	TCF	CRSTS	Additional TF	Additional TCF	Additional CRSTS	District / CA total
TOTALS	£ 235,014,133	£ 96,774,005	£ 14,000,000	-£ 31,617,323	-£ 40,858,557	-£ 3,000,000	£270,312,258
Total Savings	£ 345,788,138						
Total Additional Ask	-£ 75,475,880						
OVERALL	£ 270,312,258						
Headroom	£ 84,014,133	£84,742,607					

2.20 The table above shows overall net savings of £270m have been identified across all transport programmes. This reduces over-programming and allows for some inflation headroom in both the TCF and TF programmes and within TCF this also allows us to identify key elements of the corridor schemes in the programme that can be delivered to meet TCF and BSIP priorities.

2.21 The detail of the individual projects to be paused and pipelined is found in **Appendix 1**.

Assurance Framework Implications

2.22 The approval of the recommendations in this report will mean that no further approvals for the changes requested will be required through the Assurance Framework. Projects will continue on their approval pathways and routes, as set out in their existing approvals or revised through this report, to the next decision point.

2.23 Deeds of variation will be executed to enable the changes to finances and milestones to be enacted. A recommendation is included to allow this.

- 2.24 Projects will only spend within their current funding allocation to get them to the next decision point and will not require additional funding other than funding that has been requested through the inflation review. The new indicative approvals have been detailed in **Appendix 1 and 2**.
- 2.25 Projects will continue to be developed to relevant quality standards, e.g. LTN/120 to ensure those that continue into delivery or continue onto a pipeline maintain the quality standards required for transport projects. Some schemes have had change requests or business cases for consideration through the Assurance Framework during this programme review period. In order to expedite delivery on these schemes some recommendations for approval that relate to these are included within this report. These include Leeds Rail Station Sustainable Travel Gateway Approval to Proceed to Delivery and the Bradford TCF Package Change Request approval to release further Development Funding.

Consultations and Discussions

- 2.26 The following consultations and discussions have taken place in making the recommendations in this report.

Group / Committee	When	Complete
Finance and Resources Committee (FRCC)	July 2022	Complete
Chief Highways Officers	July 2022 onwards	Complete
Directors of Development	July 2022 onwards	Complete
Chief Executives	July & October 2022	Complete
The Mayor and Council Leaders	July & 13 October 2022	Complete
FRCC	10 November 2022	Complete
Combined Authority	8 December 2022	

DfT

- 2.27 The TCF and CRSTS programmes were developed with DfT approval of named projects and outputs. DfT have confirmed that they do not need to review/approve the notion or process of an authority-led Inflation review. However, DfT would want to review the changes the authority wants to make as a result of that review, if they fall under the change control criteria for the relevant scheme/s (£20m change to projects requires DfT approval, below £20m change is assured through the CA assurance framework).

Timescales Review

- 2.28 The annual Transport Fund Review requires districts to submit information relating to changes to finances and milestones on all transport projects. As a result of the urgent inflation work, the decision was made to utilise the inflation review to assess the milestone timescales information on projects with a view

to resetting baseline milestone data based on any changes to timescales on projects. This is in place of undertaking a separate review. The outcome of this milestone review is included in **Appendix 3**.

2.29 It is worth noting that increases in project timescales could result in further cost increases as inflation rates are expected to increase further.

2.30 A parallel review of project key milestones and timescales has taken place on the TCF Programme. The new assurance milestone dates are included in this report as **Appendix 4** and are recommended for approval.

3. Tackling the Climate Emergency Implications

3.1 Through the scoring criteria, analysis has been done on the sustainability of projects. As a result of this analysis, projects have been assessed against their ability to meet sustainable travel aims. Those projects which had a RAG rating of red or amber against financial viability, deliverability or sustainable travel were considered for the pause and pipeline option. Therefore, those projects which meet sustainable travel objectives, and are affordable and deliverable remained in their current transport programme.

4. Inclusive Growth Implications

4.1 Through the scoring criteria, work has been undertaken to prioritise projects that have sustainable travel elements to them to ensure that public infrastructure projects continue to progress. This will mean access to employment, skills and training will continue.

5. Equality and Diversity Implications

5.1 All projects are required to develop Equality Impact Assessments as part of their development and delivery stages. These are submitted for review as part of the project appraisal process and inform recommendations and decisions on projects progression.

6. Financial Implications

6.1 None arising directly from this paper; the recommendations will be forwarded to the next meeting of the Combined Authority. The Combined Authority will continue to review the economic climate and take advice on how future inflation trends could impact on its programme of works.

7. Legal Implications

7.1 There may be legal implications if grant funding agreements have already been issued and where these projects are paused and pipelined. This may result in deeds of variations needing to be executed.

8. Staffing Implications

- 8.1 There are potentially some staffing implications as some projects will be paused and pipelined. However, projects are being taken to the next decision point in most cases in order to get them into a viable position to take forward once alternative funding has been identified.
- 8.2 Within the Combined Authority we operate a flexible pool of resources that can work across transport programmes. These resources are deployed to new funding streams as they arise. An exercise is also being undertaken to move projects to the most appropriate programme team where there is dual funding, rather than the project being managed by two separate teams.

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 That the Committee recommends to the Combined Authority that the projects listed in current **Appendix 1** are paused and pipelined.
- 10.2 That the Committee recommends to the Combined Authority the new indicative allocations identified in **Appendix 2**.
- 10.3 That the Committee recommends to the Combined Authority that the projects identified in **Appendix 1** continue to develop to the next identified decision point and the additional development costs to do this are approved.
- 10.4 That the Committee recommends to the Combined Authority that the re-baselined milestones for TF and TCF projects can be approved as set out in **Appendices 3 and 4**.
- 10.5 That the Committee recommends that the CA approves the recommendations in this report and that no further approvals for the changes requested will be required through the Assurance Framework and that projects continue on their approval pathways and routes to the next decision point.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 - List of pause and pipeline projects, including projects with alternative funding sources, new indicative funding allocation and next decision point information.

Appendix 2 - List of additional funding requests, including new indicative allocations.

Appendix 3 - Transport Fund revised milestone data.

Appendix 4 - TCF revised milestone data.

This page is intentionally left blank

Funding Programme	Programme	Project Name	Council Delivering	Project Status	Indicative Funding	Full Funding Approval	Actual Spend To Date	Pause & Pipeline £	Full Funding Total	Pause at Decision Point
CRSTS		A61 (N) multi modal corridor improvements - Scott Hall Road bus	Leeds		£14,000,000			£14,000,000	£0	OBC
WYTF		A62 to Cooper Bridge Corridor Improvements	Kirklees	FBC	£69,300,000	£4,923,000	£2,284,284			
WYTF		A629 (Phase 4) - Ainley Top	Calderdale	FBC	£25,920,000	£7,085,000	£2,273,435	£22,850,000	£3,070,000	OBC
WYTF		A629 (Phase 5) - Ainley Top into Huddersfield	Kirklees	FBC	£13,300,000	£4,418,295	£2,764,006	£2,753,653	£10,546,347	FBC
WYTF		A650 Tong Street	Bradford	FBC	£20,000,000	£2,715,000	£419,502	£16,000,000	£4,000,000	
WYTF		Bradford to Shipley Corridor	Bradford	FBC	£47,900,000	£3,979,000	£3,989,000	£36,400,000	£11,500,000	FBC
WYTF		CityConnect Phase 3 Cooper Bridge	Kirklees	OBC	£1,844,228	£350,000	£598,665	£1,144,228	£700,000	OBC
WYTF		CityConnect Phase 3 Huddersfield Town Centre	Kirklees	FBC	£1,275,640	£180,000	£645,050	£1,275,640	£0	FBC
WYTF		Corridor Improvement Programme - Bradford - A6177 and Cuttle	Bradford	OBC	£10,010,000	£670,000	£445,380	£9,340,000	£670,000	OBC
WYTF	-	Corridor Improvement Programme - Calderdale - A629	Calderdale	FBC	£6,100,000	£1,810,000	£560,313	£4,290,000	£1,810,000	FBC
WYTF	CIP	Corridor Improvement Programme - Kirklees - A629 - Fenay Lane	Kirklees	OBC	£7,500,000	£600,000	£172,504	£6,900,000	£600,000	OBC
WYTF	CIP	Corridor Improvement Programme - Kirklees - Huddersfield Southern	Kirklees	FBC	£11,668,000	£2,534,000	£3,875,251	£1,352,235	£10,315,765	FBC
WYTF		Corridor Improvement Programme - Leeds - A58 Roundhay Road	Leeds	FBC	£9,530,000	£1,259,000	£567,895	£5,000,000	£4,530,000	FBC
WYTF		Corridor Improvement Programme - Leeds - Dawson's Corner	Leeds	FBC	£14,480,000	£2,607,000	£1,931,046	£6,000,000	£8,480,000	
WYTF	-	Corridor Improvement Programme - Wakefield - A638	Wakefield	FBC	£6,300,000	£1,650,000	£525,232	£4,650,000	£1,650,000	FBC
WYTF	-	Corridor Improvement Programme - Wakefield - Owl Lane	Wakefield	OBC	£570,000	£570,000	£527,607	£0	£570,000	OBC
WYTF	-	Corridor Improvement Programme - Wakefield - Owl Lane	Wakefield	OBC	£54,062	£75,000	£54,063	£0	£54,063	OBC
WYTF		Halifax Station Gateway	Calderdale	FBC	£10,600,000	£2,165,000	£1,585,105	£8,435,000	£2,165,000	Now
WYTF		Huddersfield Station Gateway (Phase 1)	Kirklees	OBC	£10,050,000	£115,000	£190,339	£9,500,000	£550,000	OBC
WYTF		Leeds Inland Port	Combined Authority	FBC	£3,170,000	£0	£0	£3,170,000	£0	Now
WYTF		Mirfield to Dewsbury to Leeds (M2D2L)	Kirklees	FBC	£12,060,000	£1,255,000	£957,914	£10,725,000	£1,335,000	FBC

21

WYTF		Rail Parking Package - Apperley Bridge	Combined Authority	OBC	£1,200,000	£113,100	£93,921	£1,086,900	£113,100	OBC
WYTF		Rail Parking Package - Ben Rhydding	Combined Authority	OBC	£2,080,000	£150,000	£50,128	£1,930,000	£150,000	OBC
WYTF		Rail Parking Package - Guiseley	Leeds	OBC	£7,000,000	£268,000	£107,343	£6,732,000	£268,000	Now
WYTF	-	Rail Parking Package - Outwood	Wakefield	FBC	£2,731,000	£286,000	£286,000	£2,445,000	£286,000	FBC
WYTF		Rail Parking Package Phase 1	Combined Authority	OBC				£1,389,477	£0	OBC
WYTF		Rail Parking Package phase 2	Combined Authority	x	x	x	x	£18,484,000	£0	Now
WYTF		South East Bradford Access Road	Bradford	OBC	£46,300,000	£1,304,000	£655,183	£44,996,000	£1,304,000	OBC
TCF	(TCF) Multi-Modal Corridors	TCF - A61 Bus - Cycle Walking Improvements	Leeds	OBC	£4,640,000	£0	£0	£4,640,000	£0	OBC
TCF	(TCF) Multi-Modal Corridors	TCF - A61 Bus - Cycle Walking Improvements	Wakefield	OBC	£7,000,000	£479,350	£321,071	£5,360,000	£1,640,000	FBC
TCF	(TCF) Multi-Modal Corridors	TCF - A629 Wakefield Road Sustainable Travel Corridor	Kirklees	OBC	£6,000,000	£700,000	£308,461	£5,300,000	£700,000	OBC

Agenda Item 6

Appendix 2

Funding Programme	Programme	Project Name	Council Delivering	Project Status	Indicative Funding	Full Funding Approval	Actual Spend To Date	Funding gap / Additional ask £	Full Funding Total
WYTF		A58 - A672 Corridor	Calderdale	Delivery	£4,947,000	£4,947,000	£1,298,918	£495,000	£5,442,000
WYTF		A62 to Cooper Bridge Corridor Improvements	Kirklees	FBC	£69,300,000	£4,923,000	£2,284,284	£5,800,000	£75,100,000
WYTF		A629 (Phase 1b)	Calderdale	Delivery	£28,119,000	£28,119,000	£15,635,492	£8,500,000	£36,619,000
WYTF	-	Halifax Station Gateway	Calderdale	FBC	£10,600,000	£2,165,000	£1,585,105		£8,435,000
WYTF		A629 (Phase 2)	Calderdale	FBC	£47,840,000	£5,844,000	£4,664,411	£5,500,000	£53,340,000
WYTF		A646 - A6033 Corridor	Calderdale	Delivery	£3,988,000	£3,988,000	£1,236,772	£699,000	£4,687,000
CRSTS		A660 Bus Priority & Cycle Corridor Lawnswood	Leeds	OBC	£6,200,000			£3,000,000	£9,200,000
WYTF	-	Castleford Growth Corridor Scheme	Wakefield	FBC	£7,270,000	£2,239,000	£1,591,880	£2,000,000	£9,270,000
WYTF	-	Corridor Improvement Programme - Wakefield - A650 Newton Bar	Wakefield	Delivery	£8,635,000	£8,635,000	£3,396,430	£500,000	£9,153,000
WYTF		Leeds City Centre Network and Interchange Package - City Square Plus	Leeds	FBC	£1,154,000	£1,154,000	£0	£2,700,000	£3,854,000
WYTF		M2D2L	Leeds	OBC	£440,000	£440,000	£683,393	£5,400,000	£5,840,000
TCF	(TCF) Access to Places	TCF - Bradford City Centre Cycling and Walking Improvements	Bradford	OBC	£30,000,000	£2,152,500	£2,517,637	£13,078,000	£43,078,000
TCF	(TCF) Hubs and Interchange	TCF - Bradford Interchange Station Access	Bradford	OBC	£13,200,000	£6,404,722	£2,030,869	£3,181,000	£16,381,000
TCF	(TCF) Access to Places	TCF - Elland Rail Station Access	Calderdale	FBC	£5,276,350	£930,000	£412,034	£2,761,064	£8,037,414
TCF	(TCF) Hubs and Interchange	TCF - Huddersfield Bus Station	Combined Authority	OBC	£4,500,000	£588,630	£498,307	£7,547,000	£12,047,000
TCF	(TCF) Hubs and Interchange	TCF - Huddersfield Bus Station (Kirklees)	Kirklees	OBC	£4,500,000	£310,000	£241,051	£2,448,000	£6,988,000
TCF	(TCF) Hubs and Interchange	TCF - Leeds Station - Sustainable Travel Gateway	Leeds	FBC	£34,961,041	£10,336,039	£5,394,806	£10,353,214	£45,314,255
TCF	(TCF) Access to Places	TCF - North Halifax Improved Streets for People	Calderdale	FBC	£10,637,330	£1,980,000	£606,619	£850,986	£11,488,986
TCF	(TCF) Access to Places	TCF - West Halifax Improved Streets for People	Calderdale	FBC	£7,991,158	£1,827,000	£608,726	£639,293	£8,630,451
WYTF		UTMC (Phase A)	Calderdale	Delivery	£466,458	£466,458	£62,744	£23,323	£489,781

This page is intentionally left blank

	Strategic Assessment	Strategic Outline Case	Outline Business Case	Full Business Case	Approval to Proceed	Delivery Closure	Financial Closure
A6110 Leeds Outer Ring Road	-	-	01/11/2022	31/03/2024	31/06/2024	01/09/2025	01/09/2026
A62 to Cooper Bridge Corridor Improvement Scheme	-	-	20/04/2022	01/04/2025	31/05/2025	28/05/2027	25/08/2028
A629 (Phase 1A) - Jubilee Road to Free School Lane	-	-	-	-	16/06/2017	29/04/2022	28/04/2023
A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	-	-	-	-	05/11/2021	31/03/2024	31/03/2025
A629 (Phase 2) - Halifax Bus Station	-	-	10/10/2019	-	-	-	-
A629 (Phase 2) - Halifax Town Centre	-	-	-	01/05/2023	30/08/2023	30/06/2027	30/06/2028
A629 (Phase 4) - Ainley Top	-	-	03/09/2019	-	-	-	-
A629 (Phase 5) - Ainley Top into Huddersfield	-	-	10/05/2018	30/09/2023	23/01/2024	10/02/2025	31/04/2026
A641 Bradford - Huddersfield Corridor	-	-	23/06/2022	01/12/2023	27/08/2024	31/12/2025	31/12/2026
A650 Hard Ings Road (Phase 1) - Hard Ings Road Only	-	-	-	-	-	15/07/2022	28/04/2023
A650 Tong Street	-	-	04/09/2020	31/10/2024	31/01/2025	31/01/2028	31/01/2029
Aire Valley - Leeds Integrated Transport Package (Phase 1) - Aire Valley Park and Ride	-	-	-	-	-	-	-
Bradford Forster Square Station Gateway	-	-	29/06/2017	30/07/2023	01/11/2023	31/10/2024	31/10/2025
Bradford Interchange Station Gateway (Phase 1)	-	01/02/2018	05/06/2023	19/09/2023	30/10/2023	30/11/2024	30/11/2025
Bradford to Shipley Corridor	-	-	04/12/2019	31/03/2025	30/06/2025	31/01/2028	31/01/2029
Calder Valley Line - Elland Station	-	-	29/03/2019	31/11/2023	31/03/2024	30/09/2025	30/09/2028
Castleford Growth Corridor Scheme	-	-	10/10/2019	14/06/2023	31/08/2023	11/08/2025	11/08/2026
Castleford Station Gateway	-	-	-	-	23/08/2019	-	-
CityConnect Phase 3 Canals - HNC Phase 2	-	-	-	-	08/09/2021	31/12/2022	28/04/2023
CityConnect Phase 3 Canals - Leeds Liverpool Shipley	-	-	-	-	08/09/2021	31/12/2022	28/04/2023
CityConnect Phase 3 Castleford to Wakefield Greenway Phase 4	-	-	-	-	-	-	07/10/2021
CityConnect Phase 3 Cooper Bridge	-	-	01/10/2019	-	-	-	-
CityConnect Phase 3 Huddersfield Town Centre	-	-	25/06/2020	-	-	-	-
CityConnect Phase 3 Leeds	-	-	-	-	-	13/04/2023	13/04/2023
Corridor Improvement Programme - Bradford - A6177 and Cutler Heights	-	04/09/2020	01/12/2022	28/02/2023	28/04/2023	30/08/2024	29/08/2025
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Cross Lane (12)	-	-	-	-	-	-	26/08/2021
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road (15)	-	-	-	09/04/2021	01/12/2022	30/01/2024	29/11/2024
Corridor Improvement Programme - Bradford - A6177 Thornton Road - Toller Lane (10)	-	-	25/04/2019	01/02/2023	01/05/2023	30/04/2024	30/04/2025
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	-	-	-	-	30/07/2021	31/12/2023	31/12/2024
Corridor Improvement Programme - Calderdale - A629 North - Orange Street	-	-	03/02/2022	05/07/2023	31/10/2023	29/11/2024	21/11/2025
Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor	-	-	-	-	30/07/2021	31/12/2023	31/12/2024
Corridor Improvement Programme - Kirklees - A62 Smart Corridor	-	-	-	-	08/10/2021	31/04/2023	30/06/2024
Corridor Improvement Programme - Kirklees - A629 - Fenay Lane	-	04/09/2020	01/02/2023	-	-	-	-
Corridor Improvement Programme - Kirklees - Holmfirth Town Centre	-	-	25/06/2020	30/11/2022	28/02/2023	31/03/2024	30/06/2024
Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors	-	-	-	07/01/2021	09/08/2023	13/11/2024	24/12/2024
Corridor Improvement Programme - Leeds - A58 Roundhay Road	-	-	10/12/2020	31/06/2023	30/09/2023	31/03/2025	30/09/2025
Corridor Improvement Programme - Leeds - A61N Scott Hall Road	-	-	25/04/2019	31/01/2023	31/03/2023	N/A	31/05/2023
Corridor Improvement Programme - Leeds - A660 Headingley Hills	-	-	04/09/2020	30/05/2023	31/09/2023	31/09/2024	31/09/2025
Corridor Improvement Programme - Leeds - Dawsons Corner	-	-	13/12/2018	01/09/2023	01/11/2023	30/04/2025	30/04/2026
Corridor Improvement Programme - Leeds - Dyneley Arms	-	-	-	-	22/07/2022	01/06/2023	01/06/2024
Corridor Improvement Programme - Leeds - Fink Hill	-	-	-	04/03/2021	01/02/2023	31/12/2023	31/12/2024
Corridor Improvement Programme - Wakefield - A638 Doncaster Road	-	-	01/07/2022	31/05/2024	04/07/2024	01/07/2025	01/07/2026
Corridor Improvement Programme - Wakefield - A639 Park Road	-	04/09/2020	30/06/2023	31/05/2024	-	-	-
Corridor Improvement Programme - Wakefield - A650 Newton Bar	-	-	-	-	23/04/2021	30/09/2023	01/10/2024
Glasshoughton Southern Link Road	-	-	-	-	-	01/02/2021	30/04/2023
Halifax Station Gateway	-	-	25/06/2020	01/04/2023	01/06/2023	01/10/2025	10/10/2026

25

	Strategic Assessment	Strategic Outline Case	Outline Business Case	Full Business Case	Approval to Proceed	Delivery Closure	Financial Closure
Harrogate Road - New Line	-	-	-	-	07/02/2020	09/11/2022	31/07/2023
Huddersfield Station Gateway	-	28/06/2018	01/12/2023	-	-	-	-
LBA Connectivity Package	-	-	01/04/2023	31/09/2023	31/01/2024	31/12/2025	31/03/2026
LBA Parkway	-	-	-	-	-	-	-
LBA Surface Access Programme	-	-	-	-	-	-	-
Leeds City Centre Network and Interchange Package - Armley Gytratory	-	-	-	-	17/06/2022	18/01/2024	01/04/2024
Leeds City Centre Network and Interchange Package - Boar Lane	-	-	-	-	11/11/2022	21/10/2025	31/12/2025
Leeds City Centre Network and Interchange Package - City Square Plus	-	-	-	-	06/09/2022	31/09/2023	31/09/2024
Leeds City Centre Network and Interchange Package - Infirmary Street	-	-	-	-	-	31/03/2023	31/03/2024
Leeds City Centre Network and Interchange Package - Meadow Lane	-	-	-	-	-	31/04/2023	31/04/2024
Leeds City Centre Network and Interchange Package - Regent Street	-	-	-	-	04/02/2021	31/08/2023	31/08/2024
Leeds ELOR and North Leeds Outer Ring Road	-	-	-	-	10/10/2019	31/07/2023	31/07/2024
Leeds Station Gateway - Leeds Integrated Station Masterplan	-	28/06/2018	-	-	-	-	-
Leeds Station Gateway - New Station Street	-	-	-	-	28/06/2019	31/12/2022	31/03/2023
Mirfield to Dewsbury to Leeds (M2D2L)	-	-	07/04/2021	01/02/2023	-	-	-
Rail Parking Package - Apperley Bridge	-	-	31/05/2023	30/11/2023	30/04/2024	28/02/2026	28/02/2027
Rail Parking Package - Ben Rhydding	-	-	31/05/2023	30/11/2023	30/04/2024	28/02/2026	28/02/2027
Rail Parking Package - Fitzwilliam	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Garforth	-	-	-	-	-	30/04/2022	30/04/2023
Rail Parking Package - Guiseley	-	-	31/09/2023	31/07/2024	31/10/2024	31/08/2026	31/08/2027
Rail Parking Package - Hebden Bridge	-	-	-	-	07/07/2017	01/05/2022	01/03/2023
Rail Parking Package - Mirfield A	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Moorthorpe	-	-	-	-	06/02/2020	01/05/2024	01/03/2025
Rail Parking Package - Mytholmroyd	-	-	-	-	16/11/2018	01/05/2022	01/03/2023
Rail Parking Package - Normanton	-	-	-	-	16/04/2020	01/01/2024	01/11/2024
Rail Parking Package - Outwood	-	-	25/11/2021	31/12/2022	-	-	-
Rail Parking Package - Shipley	-	-	-	30/11/2022	31/01/2023	30/04/2024	30/04/2025
Rail Parking Package - South Elmsall	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Steeton and Silsden	-	-	-	-	10/10/2019	30/06/2023	30/06/2024
South East Bradford Access Road	-	27/06/2019	30/09/2023	30/09/2024	29/11/2024	31/05/2027	31/05/2028
Thorpe Park Station	-	-	-	31/12/2022	28/02/2023	31/07/2024	31/01/2025
Transformational - A6120 Leeds Northern Outer Ring Road Improvements	-	-	-	-	-	-	28/04/2023
Transformational - Bradford Interchange Station Gateway (Phase 2)	-	01/02/2018	-	-	-	-	-
Transformational - Bradford Transport Model	-	-	-	-	14/08/2020	-	-
Transformational - Kirklees Transport Model	-	-	-	-	27/09/2019	30/11/2022	30/11/2022
Transformational - LCR Inclusive Growth Corridor Plans	-	-	-	-	-	-	-
Transformational - Leeds Transport Model	-	-	-	-	01/05/2020	31/03/2023	31/03/2024
Transformational - NE Calderdale Transformational Programme Study	-	05/04/2018	-	-	-	-	-
Transformational - North Kirklees Orbital Route Feasibility Study	-	03/08/2017	-	-	-	-	-
Transformational - South Featherstone Link Road Feasibility Study	-	03/08/2017	31/05/2023	-	-	-	-
Transformational - Wakefield Transport Model	-	-	-	-	-	-	-
Transformational - West Yorkshire Mass Transit	-	-	-	-	-	-	-
Transformational - West Yorkshire Strategic Transport Model	-	-	-	-	-	-	-
Transformational - York Northern Outer Ring Road Dualling Feasibility Study	-	03/08/2017	-	-	-	-	-
Wakefield City Centre Package (Phase 1) - Kirkgate	-	-	-	-	-	-	07/10/2021
Wakefield City Centre Package (Phase 2) - Ings Road	-	-	31/03/2024	-	-	-	-

	Strategic Assessment	Strategic Outline Case	Outline Business Case	Full Business Case	Approval to Proceed	Delivery Closure	Financial Closure
Wakefield Eastern Relief Road	-	-	-	-	12/12/2014	31/05/2023	31/05/2024
West Yorkshire Integrated UTMC (Phase A) - Bradford	-	-	-	-	21/12/2018	01/02/2023	01/02/2024
West Yorkshire Integrated UTMC (Phase A) - Calderdale	-	-	-	-	21/12/2018	30/05/2023	30/05/2024
West Yorkshire Integrated UTMC (Phase A) - Kirklees	-	-	-	-	21/12/2018	30/04/2023	30/06/2023
West Yorkshire Integrated UTMC (Phase A) - Leeds	-	-	-	-	21/12/2018	31/03/2023	30/06/2023
West Yorkshire Integrated UTMC (Phase A) - Wakefield	-	-	-	-	21/12/2018	28/02/2023	28/02/2024
West Yorkshire Integrated UTMC (Phase B)	-	-	-	-	12/07/2019	31/05/2023	31/08/2023
West Yorkshire Integrated UTMC (Phase B2)	-	-	-	-	18/12/2020	31/05/2023	31/08/2023
West Yorkshire Integrated UTMC (Phase C)	-	-	-	-	28/08/2020	31/05/2023	31/08/2023
York Castle Gateway	-	-	06/01/2022	01/10/2023	01/12/2023	01/12/2025	01/12/2026
York Central - TF	-	-	-	-	31/03/2022	31/08/2025	31/08/2026
York Central Access (Homes England)	-	-	-	-	20/04/2022	27/06/2025	27/06/2026
York Northern Outer Ring Road - Phase 1 (Wetherby Road)	-	-	-	-	-	-	01/02/2021
York Northern Outer Ring Road - York Outer Ring Road - Great North Way Roundabout	-	-	-	31/08/2025	31/03/2026	31/10/2027	31/10/2027
York Outer Ring Road Dualling - A19 to A64 Little Hopgrove - TF	-	-	-	01/04/2023	31/06/2023	31/07/2025	31/07/2026
York Station Gateway	-	-	-	-	31/12/2022	30/09/2025	31/09/2026

This page is intentionally left blank

Appendix - TCF Programme Milestones

Lead Partner	Project	Next Decision Point	Baseline Approved Date	New Date (approval)	Future Decision Points	Baseline Approved Date	New Date (approval)	Future Decision Points	Baseline Approved Date	New Date (approval)	Future Decision Points	Current Approved Date (PIMS)	New Date (Approval)
Bradford	TCF - Bradford City Centre Cycling and Walking Improvements	OBC	01/10/2022	01/12/2022	FBC	01/02/2023	01/06/2023	AtP	01/02/2023	27/04/2023	Completion	24/07/2024	01/05/2025
Bradford	TCF - Bradford Interchange Station Access	OBC	01/10/2022	01/07/2023	FBC	01/01/2023	01/10/2023	AtP	01/01/2023	01/09/2023	Completion	26/04/2024	01/02/2025
Bradford	TCF - South Bradford Park and Ride and Expressway	OBC	01/09/2022	20/07/2023	FBC	01/11/2022	09/01/2024	AtP	01/02/2023	18/03/2024	Completion	26/03/2024	01/02/2025
Bradford	TCF - West Bradford - Cycle Superhighway Extension	OBC	01/08/2022	01/01/2023	FBC	01/09/2022	01/10/2023	AtP	01/11/2022	15/09/2023	Completion	20/03/2024	01/06/2025
To be taken forward with the WYTF A641 scheme													
Calderdale	TCF - Brighouse Cycling and Walking Improvements												
Calderdale	TCF - Elland Rail Station Access	FBC	01/02/2023	01/12/2023	AtP	01/04/2023	31/03/2024	Completion	01/03/2024	30/09/2025			
Calderdale	TCF - West Halifax Improved Streets for People	FBC	01/09/2022	31/11/2023	AtP	01/10/2022	31/03/2024	Completion	14/08/2023	01/03/2025			
Calderdale	TCF - Halifax Rail Station Gateway	FBC	31/10/2022	TBC	AtP/FBC+	01/02/2023	TBC	Completion	30/06/2025	TBC			
Calderdale	TCF - North Halifax Improved Streets for People	FBC	01/09/2022	01/11/2023	AtP	01/10/2022	06/10/2023	Completion	18/08/2023	01/01/2025			
Approvals for this funding to come forward as new individual schemes or through enhancements to existing TCF schemes to deliver Carbon benefits.													
Combined Authority	TCF - Carbon Mitigation Measures												
Combined Authority	TCF - Dewsbury Bus Station	FBC	28/07/2023	01/10/2023	AtP	31/08/2023	17/08/2023	Completion	27/06/2025	01/05/2025			
Combined Authority	TCF - Halifax Bus Station (Combined Authority)	Completion	28/07/2023	01/12/2023									
Combined Authority	TCF - Huddersfield Bus Station	OBC	01/04/2022	01/11/2022	FBC	01/05/2023	01/03/2024	AtP	01/08/2023	01/03/2024	Completion	08/07/2024	01/02/2026
Combined Authority	TCF - Network Navigation	FBC	01/10/2022	01/04/2023	AtP/FBC+	01/10/2022	01/04/2023	Completion	31/03/2024	01/04/2026			
Combined Authority	TCF - White Rose Station	Completion	31/03/2023	01/01/2024									
Kirklees	TCF - Dewsbury - Batley - Chidswell Sustainable Travel Corridor	OBC	01/10/2022	01/05/2023	FBC	01/02/2023	01/09/2023	AtP	01/03/2023	01/08/2023	Completion	01/02/2024	01/01/2025
Kirklees	TCF - Dewsbury - Cleckheaton Sustainable Travel Corridor	FBC	25/11/2022	01/09/2023	AtP	19/05/2023	01/08/2023	Completion	01/11/2024	01/01/2025			
Kirklees	TCF - Dewsbury Town Centre Walking and Cycling Improvements	OBC	01/07/2022	01/05/2023	FBC	01/10/2022	01/10/2023	AtP	01/10/2022	01/09/2023	Completion	30/09/2023	01/11/2024
Kirklees	TCF - Heckmondwike Bus Hub	FBC	01/09/2022	01/05/2023	AtP	~		Completion	01/07/2023	01/08/2024			
Kirklees	TCF - Huddersfield Rail Station Connections	OBC	01/08/2022	01/05/2023	FBC	01/11/2022	01/02/2024	AtP	01/11/2022	01/01/2024	Completion	30/11/2023	01/05/2025
Kirklees	TCF - A629 Wakefield Road Sustainable Travel Corridor	OBC	01/11/2022	01/05/2023	FBC	01/02/2023	TBC	AtP	01/03/2023	TBC	Completion	31/03/2024	TBC
Leeds	TCF - A64 Bus - Cycle - Walking Improvements	OBC	08/03/2022	01/06/2023	FBC	01/03/2023	01/12/2023	AtP	01/05/2023	01/01/2024	Completion	01/02/2024	01/03/2025
Leeds	TCF - Leeds City Centre Cycle Improvements	Completion	31/07/2023	01/07/2023									
Leeds	TCF - Leeds Station - Sustainable Travel Gateway	AtP/FBC+	28/09/2022	11/11/2022	Completion	29/05/2024	01/02/2026						
Leeds	TCF - A64 Park and Ride	OBC	TBC	TBC	FBC	TBC	TBC	AtP	TBC	TBC	Completion	TBC	TBC
Leeds	Leeds E-Bike Hire scheme	FBC	01/08/2022	01/05/2023	AtP	31/08/2022	15/04/2023	Completion	~	01/07/2024			
North Yorkshire	TCF - Harrogate Railway Station Gateway	FBC	01/07/2022	01/06/2023	AtP/FBC+	01/08/2022	01/05/2023	Completion	29/08/2023	01/08/2024			
North Yorkshire	TCF - Selby Station Gateway	FBC	01/09/2022	01/06/2023	AtP/FBC+	01/10/2022	01/05/2023	Completion	26/09/2023	01/08/2024			
North Yorkshire	TCF - Skipton Railway Station Gateway	FBC	01/09/2022	01/06/2023	AtP/FBC+	01/10/2022	01/05/2023	Completion	26/09/2023	01/08/2024			
Wakefield	TCF - A61 Bus - Cycle - Walking Improvements	OBC	01/10/2022	01/10/2023	FBC	01/09/2023	01/04/2024	AtP	01/11/2023	01/04/2024	Completion	01/12/2024	01/01/2026
Wakefield	TCF - A639 Bus - Cycle - Walking Improvements	OBC	01/10/2022	01/10/2023	FBC	01/09/2023	01/04/2024	AtP	01/11/2023	01/04/2024	Completion	01/12/2024	01/01/2026
Wakefield	TCF - Wakefield City Centre Bus - Cycle - Walking Improvements	OBC	01/05/2022	01/10/2023	FBC	01/12/2022	01/08/2024	AtP	01/02/2023	01/08/2024	Completion	01/02/2024	01/08/2025
York	TCF - Tadcaster Road Corridor Improvements	FBC	01/07/2021	01/09/2022	AtP/FBC+	01/11/2022	01/12/2022	Completion	31/03/2023	01/11/2023			
York	TCF - York Railway Station Gateway	AtP/FBC+	01/06/2022	31/10/2022	Completion	31/03/2023	01/03/2026						

schemes in red text are currently in appraisal / approval period for next decision point
Dates in Bold are recommended for Approval
 Dates in Blue are projects to Pause and Pipeline, future milestones are subject to review

29

This page is intentionally left blank



Report to: Finance, Resources and Corporate Committee

Date: 10 November 2022

Subject: **Corporate Planning and Performance**

Director: Ben Still, Chief Executive

Author: James Nutter, Corporate Planning and Performance Manager

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

1. Purpose of this Report

- 1.1 To provide the Committee with a progress report on the 2022-23, Q2 dashboard of Key Performance Indicators.
- 1.2 To update on the progress with in-year business planning revisions and the emerging headlines for business plans 2023-24.

2. Information

Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 2)

- 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 in November, 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 2 performance dashboard is provided in **Appendix 1**. A commentary on achievement to date is included against each KPI and a RAG rating applied. A further update will be provided to this Committee at the end of Quarter 3.
- 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 A case study is provided at **Appendix 2**, taking a more in depth look at progress to date on Key Performance Indicator W3 – 'Number of businesses supported to engage with employment and skills programme'.

KPI RAG Rating Overview

- 2.6 There has been minimal movement across the RAG ratings of the KPIs since Q1, however three KPIs (E3, B3 and B7) have been adjusted to reflect some delays and risks. More detail on the individual KPIs are provided in the dashboard in **Appendix 1**, however these adjustments are outlined in brief below:
- KPI E3 (to 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) within *Empowering our communities, towns and cities to thrive*) has been adjusted from amber to red due to in-year pressures, a delay on Government guidance being issued, and lack of resource impacting the roll-out of the Housing and Local Nature Recovery Strategy and completion of the Flood Review refresh.
 - KPI B3 (to complete the delivery of the Social Decarbonisation Fund Wave 1 programme – involving modifications to existing social housing to improve energy efficiency, within *Building a sustainable, nature rich and carbon neutral region*) has moved from amber to red due to the potential that 400-500 of properties involved in the fund are at risk of not achieving the EPCC rating by March 2023. Mitigation options are being explored with the Department of Business, Energy and Industrial Strategy.
 - KPI B7 (to replace the CA's existing diesel vehicles with electric vehicles in 2022/23, within *Building a sustainable, nature rich and carbon neutral region*) has been adjusted to amber from green due to a global chip shortage delaying the procurement of electric vehicles. Discussions are taking place with procurement to explore alternatives, however the global shortage may impact finding a way forward.

- 2.7 In addition to this E1, T1, T7 and C1 have been given a red RAG rating. A risk that is consistently identified (E1, T7 and C1) is current cost inflation pressures. This is explored in more detail, including mitigations within the appendices. T1 notes programme prioritisation as having potential impact on expenditure for the Transforming Cities Fund.

Business Planning

- 2.8 2022-23 Business Plans have been re-visited during Quarter 2, to allow for factors impacting on delivery such as the cost of living crisis, rising fuel costs and new and emerging areas of work. Re-visiting the plans will help to inform the budget and business planning process for 2023-24.
- 2.9 The Business Planning and Budget setting process for 2023-24 is running concurrently to this, with a draft Budget and Business Plans timetabled at the Combined Authority Meeting on 8 December for discussion and comment, with final drafts being considered on 2 February.
- 2.10 The 2023-24 Business Plans will align to the new directorate structure and consider the immediate and emerging financial environment where possible.
- 2.11 It is intended to provide further information to the Committee through a workshop session ahead of the 8 December meeting.

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 consider the contents of the report including the Corporate Key Performance Indicator Quarter 2 dashboard and case study detailed at Appendix 2.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1: Corporate Key Performance Indicators – Quarter 2.

Appendix 2: Key Performance Indicator W3

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	
35	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.		<ul style="list-style-type: none"> Bus patronage has recovered to 80% of pre pandemic however bus operating costs have increased with inflation. As a result, 11% of the bus network is currently not commercially viable with the risk of bus service cuts. Whilst this has been partly mitigated by Government extending funding until 2023, the CA is under pressure to fund services threatened by withdrawal. Action has been taken in 22/23 to maintain connectivity for communities where commercial bus cuts impacted on communities with no alternative bus service. A comprehensive review of the bus network is in progress to set out clearer accessibility targets for the future. 	<ul style="list-style-type: none"> 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. <p>August Update</p> <ul style="list-style-type: none"> On 18 August Department for Transport 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	<ul style="list-style-type: none"> Projects undertake Equality Impact Assessment's Identify developments that contribute in areas of Indices of Multiple Deprivation. 		<ul style="list-style-type: none"> Q2 – No outline business cases (OBC). 890 homes progressed through Committee approval. No outline business case recommended at Programme Appraisal Team (PAT) to go to Place Committee in November for approval (618 homes). These projects will be subject to full business case approval & therefore the rating is considered amber at this time. Cost inflation risk is causing some project sponsors to pause and consider next steps. The programme has secured an additional £22m Government funding, therefore the output target has increased over the lifetime of the programme to unlock a further 900 – 1,855 new homes by March 2025. 	<ul style="list-style-type: none"> Each project has completed an Equality Impact Assessment (EqIA), which will be updated as it progresses through the Assurance Framework. Of the 890 homes achieving approval in Q2, approx. 200 are anticipated to be affordable across a range of tenures.
	E3	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework	<ul style="list-style-type: none"> West Yorkshire Housing Strategy to be approved (Quarter 4). West Yorkshire Nature Recovery 	Head of Place and Environment Policy	<ul style="list-style-type: none"> 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 	Increased from Amber	<ul style="list-style-type: none"> West Yorkshire Housing Strategy – consultant appointed for phase 1 (evidence). Scope of strategy under review. Strategy will not be delivered this financial year to unforeseen in-year pressures / opportunities (Strategic 	<ul style="list-style-type: none"> 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.

	including consultation where relevant (ensuring good reach and consideration of EDI).	<p>Strategy to commence (Summer 2022)</p> <ul style="list-style-type: none"> West Yorkshire Low Emissions Strategy updated (Quarter 4). Flood Review (refresh complete - Quarter 4). 		<p>undertaken, focus on engaging with people from diverse groups.</p> <ul style="list-style-type: none"> The policies 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), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone). 		<p>Place Partnership with Homes England and Investment Zones).</p> <ul style="list-style-type: none"> Guidance still awaited from government on Local Nature Recovery Strategy (LNRS). Strategy to be rolled forward to next financial year. 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 consideration of the flooding work in the wider climate resilience landscape. Dementia-ready Housing Task Force is set up and is to commission a West Yorkshire dementia strategy as part of the Housing Strategy. 	<ul style="list-style-type: none"> The refresh of the Flood Review/ integration within a wider Climate Resilience Strategy, the Housing Strategy and WY LNRS will include an Equality Impact Assessment and consideration of EDI Issues. Inception meeting held on West Yorkshire Low Emissions Strategy an EQIA will be drafted, and details can be reported next quarter.
36	E4 Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	<ul style="list-style-type: none"> 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 	Head of Place and Environment Policy	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Safer Parks (for women and girls) research project fieldwork is complete. Analysis is ongoing and proposal for a pilot scheme in West Yorkshire being developed. Spatial Priority Areas (SPA) engagement with local authorities on priorities for support to advance delivery of SPAs is complete, evidence will feed place and infrastructure. 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 (recruitment live). Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping progressing (without the mobile coverage element due to barriers). 	<ul style="list-style-type: none"> 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. Transforming Cities Fund 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 (not complete yet).

		broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.				
--	--	---	--	--	--	--

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	
37 B1	Incorporate carbon impact assessment into the assurance process, provide support to promoters to facilitate this and publish the results of the carbon impact assessments of existing schemes.	<ul style="list-style-type: none"> Incorporate carbon impact assessment into the assurance process Provide support and guidance to scheme promoters to help them carry out carbon impact assessments Publish the results of the carbon impact assessments of existing schemes. 	Head of Research and Intelligence	Determined by delivery of improvement through capital schemes.		<ul style="list-style-type: none"> The training support for carbon impact assessment has all been delivered through a combination of internal and external training sessions developed for the stage 1 and stage 2 changes being introduced into the Assurance Framework - these were supported by dedicated training material. A separate briefing and training session for members of Climate Energy and Environment Committee and Transport Committees was held June. In addition to this dedicated 1 to 1 training and briefing sessions with held with local authority portfolio leads – such as Leeds. Activity into Q3 is now transitioning into business as usual as the Carbon Impact Assessment (CIA) has now formally adopted the CIA from Outline Business Case appraisal through to Full Business Case. Further work is now underway to review the resources required to support carbon appraisal through incremental Organisational Development work with a joint Request for Decision being developed by the Research and Intelligence and Portfolio Management Appraisal teams – this Request for Decision will be considered by ILB in Q3 as well. 	<ul style="list-style-type: none"> 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 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	Reduce carbon generation in Combined Authority	<ul style="list-style-type: none"> 10% reduction in energy use 	Head of Assets	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions		<ul style="list-style-type: none"> Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings. 	<ul style="list-style-type: none"> Increase in delivery of renewable energy contributes to regional improvements in environment (air

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
38 facilities and buildings through lower energy use and increasing the proportion of waste recycled.	<ul style="list-style-type: none"> At least 30% of waste is recycled Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes. 		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.		<ul style="list-style-type: none"> For example, July -Sept 2022 comparison with same period 2019 Leeds Bus Station: 41% reduction, Bradford Interchange: 36% reduction, Wellington House: 31% reduction. Waste management continues to deliver waste reductions. Recycling rates steady at c. 40% With regard to recycling in Bus Stations, in September our figure rose to 38.2% Funding has been allocated to the Climate and Environment Plan. A programme of works to increase Solar PV on Combined Authority property is being prepared for the Assurance Process. 	quality) which is generally worse in areas of deprivation.
B3 Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority	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	Increased from Amber	<ul style="list-style-type: none"> Completed installations are now tracking at 470 properties ahead of the forecast of 418, of which 188 have received EPC C certification which is required to receive the grant. Despite good progress there is the potential for 400-500 properties to be at risk of not completing or achieving the EPC C rating by March 2023. Mitigation options have been discussed with the Department of Business, Energy and Industrial Strategy (BEIS) and a recovery plan is being developed for potential implementation Winter 2022. 	<ul style="list-style-type: none"> 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 per annum £235 in energy bills (at Nov 2021 prices). Social housing tends to have a higher proportion of: <ul style="list-style-type: none"> -lower income population -the BAME community -Ferisk of not male occupants -Older occupants Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.

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	
B4 39	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).		<ul style="list-style-type: none"> As of 13.10.22 150 whole house surveys have been completed. Of these surveys, 114 whole house plans have been created to date and posted to the residents. The project has supported 5 adult learners, who have completed the retrofit module and provided positive feedback. This is the total number of learners for the project out of 40 targeted - hence amber rating. Stakeholder engagement has started with Historic England. The Evaluation Report will detail the total costs for retrofit instalments and the expected CO2 savings that can arise from 150 homes surveyed 	<ul style="list-style-type: none"> 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 150 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 was widened to allow adult learners across West Yorkshire to register and complete the free Retrofit Module
B5	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source suppliers. 	<ul style="list-style-type: none"> This is a qualitative rather than quantitative assessment as it is difficult to assess the regional and local air quality improvements from national. 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 electric vehicles in 2022/23	Replace 6 vehicles	Head of Assets	Contribute to improved air quality in West Yorkshire by reducing carbon monoxide and nitrous oxide from vehicle emissions	Increased from Green	<ul style="list-style-type: none"> Procurement of electric vehicles delayed by global chip shortage. Order placed for electric vehicles with current delivery date scheduled for October 2022. Unfortunately we have had limited response to our order from the supplier (Renault). Discussions with procurement are taking place to find a way forward, or an alternative option, unfortunately the global shortage of electric commercial vehicles is still an issue. 	<ul style="list-style-type: none"> No reduction in emissions gases can be achieved until the new electric vehicles are in use. Once received the electric vehicles will save the annual emissions of the current diesel fleet.

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	
B8	40	Implement the actions from the Carbon and Environment Action Plan.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> 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 Combined Authority on 22 July 2022 to allow development activity to continue at pace and resource for delivery to be secured. This funding is almost all committed, and delivery / programme development posts filled. Strategic Outline Case (SOC) for the seven high-level actions considered at 28 September 2022 Programme Appraisal Team (PAT) and further development funding being sought from 21st October Combined Authority as a change request. Net Zero Region Accelerator progress on pipeline development and prospectus is delayed due to resources being aligned to Wave 1 assurance activity. 	<ul style="list-style-type: none"> 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 £60k	Head of Commercial	Procurement strategies are required to include their EDI implications		<ul style="list-style-type: none"> 48% of procurements completed during Q1 and Q2 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 £60k. 	Equality Impact Assessment (EqIA) screening templates are completed for all procurement exercises.

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	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Q2 outturn was £6.99m against a forecast of £33.8m - but some claims outstanding Q1 and Q2 22/23 total to date is £12.66m Key actions: Continue to work with project teams to set out accurate project forecasts Programme prioritisation process could have an impact on spend going forward, some schemes being paused, slowed down or delivery phased. Ongoing review of forecast/KPI implications ongoing 	<ul style="list-style-type: none"> 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. Team working with portfolio Management and Appraisal on EQIA mapping against Assurance Framework – guidance and expectations.
T2	Continue development and delivery of Transforming Cities Fund programme projects.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 		<p>Full Business Cases:</p> <p>Q1/Q2</p> <ul style="list-style-type: none"> Approved (3) Planned (13) <p>Start on Site:</p> <ul style="list-style-type: none"> On site (3) Planned (2) <p>Completion</p> <ul style="list-style-type: none"> Planned (2) 	<ul style="list-style-type: none"> 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
42 T3	Lead work on bus reform to drive up standards of bus travel.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. <p>To include:</p> <ul style="list-style-type: none"> 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) 		<ul style="list-style-type: none"> 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 are in place to undertake the bus reform needs assessment. The outcome of the assessment will be taken forward for audit. It is expected that this assessment will consider options for delivery of further zero emission buses for West Yorkshire. 	<ul style="list-style-type: none"> An assessment of the Bus Service Improvement Plan (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	<ul style="list-style-type: none"> Establish regular engagement with DfT on mass transit (ongoing) 	Interim Director of Mass Transit	<ul style="list-style-type: none"> An EDI strategy for Mass Transit will be published by the end of 2022. A comprehensive network of accessibility engagement 		<ul style="list-style-type: none"> Discussion with Motts to develop task order to deliver the strategy has taken place 	<ul style="list-style-type: none"> An EDI strategy for Mass Transit being published for summer 2023 <p>As set out in the Mass Transit Vision endorsed by Mayor Brabin, our 'People First' principle and the wider</p>

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	
43	West Yorkshire.	<ul style="list-style-type: none"> 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) 		<p>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 longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development.</p> <ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Work to begin in December 2022 on developing the initial outputs of the strategy 	<p>EDI agenda are key elements of our plans for Mass Transit for West Yorkshire. The WYCA Mass Transit team, supported by Mott MacDonald will produce an EDI Strategy that will outline our approach to how Mass Transit will provide a 'best in class system' in relation to EDI. The Strategy will establish an evidence base, setting out how best practice from around the world can be applied to the West Yorkshire context. The Strategy will then set key principles (an EDI 'definition' for Mass Transit) that will guide the development of the Mass Transit Network. It is expected the Strategy will be developed with support from the senior WYCA and will be completed by Summer 2023. The Strategy is intended to include a foreword from Mayor Brabin reinforcing the commitment to EDI through the Mass Transit Programme from across WYCA.</p> <p>Network of accessibility engagement groups being established over next 12 months Our WYCA Mass Transit team is currently working to establish an external-facing user accessibility group involving members of the public and key user/accessibility group(s). This would look to build on some of our existing accessibility group(s) that have been consulted for previous pieces of work within the Combined Authority. We are also looking to benefit from existing contacts and relationships with similar groups that are active through our District Partners and stakeholders engaged on other live projects. We are also proposing to procure an accessibility consultant to work alongside the WYCA Mass Transit team in establishing the groups, and to provide accessibility support and advice to the programme as it develops.</p> <p>Planned route options engagement for MT being fully accessible for all and opportunities for all communities to have their say. In addition to the above, the Mass Transit team is currently working with Communication and Engagement colleagues to establish a stakeholder database for upcoming consultation events. This will be informed by the EDI Strategy and the wider stakeholder and consultation workstreams Mott MacDonald are engaged with. This will include a</p>

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
							detailed stakeholder mapping exercise based on demographic mapping along each of the proposed Mass Transit corridors. The Accessibility Consultant will also input into our ongoing approach to engagement pending the procurement process. Detailed and comprehensive route engagement plans will be developed to gather feedback and comments on accessibility and inclusion from across communities affected by the Mass Transit Programme and West Yorkshire as a whole.
44	T5 Build a transport pipeline, promoting active & decarbonised travel.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> 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. Department for Transport require a new Local Transport Plan to be in place by March 2024. The new Local Transport Plan will be consulted on in early 2023 and then an implementation plan for the Local Transport Plan will be consulted on later in 2023. One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Carlill on the Local Transport 	<ul style="list-style-type: none"> 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.

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
						Plan and pipeline development	
459	<p>Bus Service Improvement Plan – year 1 delivery</p> <ul style="list-style-type: none"> Fares, ticketing and information Network accessibility and safety 	<p>Progress toward the BSIP targets by 2025</p> <ul style="list-style-type: none"> 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 	<p>Head of Passenger Experience - Fares, ticketing and information</p> <p>Head of Mobility Services – network, accessibility</p>	Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.		<ul style="list-style-type: none"> Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. Mayor's Fares initiative launched early September Work in progress on Bus Network Development Plan – to report to Transport Committee Dec 22 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. 	<ul style="list-style-type: none"> Accessibility and connectivity is considered as part of future local bus network design. EQIA process is implemented for significant changes to service levels.
T7	<p>Ensure efficient delivery of Combined Authority transport services.</p>	<p>Reduce cost per trip per passenger on tendered bus service through increased patronage</p> <ul style="list-style-type: none"> 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, 	<p>Head of Mobility Services – network, accessibility</p> <p>Head of Passenger Experience - Fares, ticketing and information</p>	Develop a database of characteristics of service users by introducing additional questions on application.		<ul style="list-style-type: none"> Bus patronage has recovered to 80% of pre pandemic however bus operating costs have increased with inflation. As a result 11% of the bus network is currently not commercially viable with the risk of bus service cuts. Whilst this has been partly mitigated by Government extending funding until 2023, the CA is under pressure to fund services threatened by withdrawal. Inflationary pressures are also impacting on CA bus service contract costs and 	<ul style="list-style-type: none"> Accessibility and connectivity is considered as part of future local bus network design.

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
		school transport and MCard sales.				the business failure of a significant contractor has increased CA costs. These factors are hampering the objective to reduce the cost per trip on CA funded bus services and the transaction costs for concessionary travel. Short term action has been taken to supplement this budget area in the current year and there is a necessity to re-base this area of expenditure in 23/24.	
46 T8	Consistent delivery of customer service to transport users.	<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> New Head of Passenger Experience in post and developing a customer service plan 	<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> Draft Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan in formal consultation stage. EP Scheme for Bus Service Improvement Plan to be formally made in early November providing no formal objections raised 	
T10	Annual expenditure of transport infrastructure	Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)	Head of Transport Implementation	N.A. – objective is spend only		<ul style="list-style-type: none"> West Yorkshire Plus Transport Fund: £29,664,313 	N.A. – this objective is spend only

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
47	projects / programmes.					<ul style="list-style-type: none"> Leeds Public transport Investment Programme: £1,431,447 Integrated Transport Block (CA Legacy projects): £696,397 Active Travel: £2,671,396 New Station Fund: £3,731,910.23 Total: £16,992,739 <i>*these figures are up to date, but not all quarter claims have been received or processed as yet.</i> Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally <i>Currently we are reviewing the West Yorkshire Plus transport Fund through the inflation review with a view to pause and pipeline projects to release funding back into the programme.</i>	
T11	Continue delivery of transport infrastructure projects / programmes.	<ul style="list-style-type: none"> 15 x Outline Business Cases approved 14 x Full Business Cases approved 5 x projects start on site 1 project complete on site 	Head of Transport Implementation	Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc		<ul style="list-style-type: none"> 3 x Outline Business Case approved 2 x Full Business Cases approved 3 x projects started on site 8 x projects completed on site 	<ul style="list-style-type: none"> All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.

BUSINESS PLAN OBJECTIVE		2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
S1	Delivery of the Mayor's Police and Crime Plan: Strategies (including Women and Girls).	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.	Head of Policing and Crime	<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> Second co-design event held on 13/09/22 for the Safety of Women and Girls Strategy which will be published in late November. 	<ul style="list-style-type: none"> Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities
S2	Delivery of the Mayor's Police and Crime Plan: Performance Framework.	Implement new performance framework for Police & Crime plan (as set out in the Police and Crime plan.)	Head of Policing and Crime	<ul style="list-style-type: none"> Monitoring police force representation: <ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Revised Performance Framework for the Police and Crime 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. Performance reporting presented to the Partnership Executive Meeting (14/10/22) and the Police and Crime Panel (07/10/22), in public. 	<ul style="list-style-type: none"> 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).
S3	Commission targeted services to improve community safety and support victims of crime.	Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account.	Head of Policing and Crime	<ul style="list-style-type: none"> To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users. 		<ul style="list-style-type: none"> EDI performance monitoring reviewed and aligned to EDI Toolkit 	<ul style="list-style-type: none"> Draft toolkit to go to Policing and Crime Exec on 26 October 2022.
S4	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	<ul style="list-style-type: none"> 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. 	Director of the Violence Reduction Unit	<ul style="list-style-type: none"> Monitor VRU Early Intervention programme attendee figures and reach. VRU Decision making include EqIA's VRU engagement is representative of the community. 		<ul style="list-style-type: none"> Delivery of the Violence Reduction Unit (VRU) response strategy is on track with a number of delivery programmes continued and new projects up and running. Home office returns submitted 17/10/22. VRU Community advisory group continues to 	<ul style="list-style-type: none"> all VRU decision papers are accompanied with an EQIA. Our engagement strategy is in place one of a number of community showcase events is taking place on 19/10/22. Our community engagement also continues through our Community engagement group.

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
49	<ul style="list-style-type: none"> Ensure community voice is representative across VRU activity 		<ul style="list-style-type: none"> The Community are involved in VRU decision making. 		<p>meet and is scheduled to meet on 18/10/22</p> <ul style="list-style-type: none"> So far to date in this financial year 11,422 young people under 25 reached and 406 over 25's reached. All VRU decisions have an EQIA. The Community advisory group is represented on key decision making boards and membership reviewed and refreshed to continue achieving representation. Response Strategy continues to drive our work and the Delivery plan is ongoing as per Q1, new research providers are being identified to conduct this years research programmes. In terms of partnerships we have moved to a more thematic way of framing our Partnership Delivery Group Meeting, to ensure we have the right representation at each meeting. A health check is commencing in Quarter 3 to ensure all structures are fit for purpose. Partners have been involved in several decisions this quarter including: <ul style="list-style-type: none"> Agreement of locality-based funding based on delivery plans submitted by each of the five local Community Safety Partnerships. Agreement of plans to undertake an expression of interest process to commission education based Violence Against Women and Girls provision 	

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
					based on engagement with schools and associated market sounding activity. <ul style="list-style-type: none"> Following engagement with all 5 Detective Chief Superintendent's in the last quarter we have completed an expression of interest process focussing on mentoring and education inclusion to address the needs within the identified schools 	

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
50 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		<ul style="list-style-type: none"> 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. An all-parties scoping workshop is taking place on 10th November with focus on key outstanding issues to move the project forward in a positive manner. 	<ul style="list-style-type: none"> Delayed due to cost escalation and consequential need for programme review. The private sector owner of Temple Works (the preferred location of the BLN facility) is working with the CA and LCC as funding partners to ensure there is a comprehensive programme of EDI work streams to social inclusion and mobility in the Holbeck communities benefit from the project.
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	<ul style="list-style-type: none"> 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] 		<ul style="list-style-type: none"> Culture, Heritage and Sport Framework will be discussed at Culture Committee in Nov 22, with pipeline of work covered by Business Case approved by April 22. 	<ul style="list-style-type: none"> 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. Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation.

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
						<ul style="list-style-type: none"> • EDI evaluation included in Year of Culture business cases.
C4 51	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		<ul style="list-style-type: none"> • Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities. • 26 businesses currently on Creative Accelerator. • 30 businesses currently on Export Labs. • 942 days of work across 13 businesses and 22 projects supported via TV and Film Development Fund. • 2021-22 Mayor's Screen Diversity programme (Beyond Bronte's) completed delivery with 80 participants completing the programme 	<ul style="list-style-type: none"> • The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until September 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. • For the Mentoring scheme (currently out to tender), there is a strong focus on diverse talent to assist those from underrepresented backgrounds to seek support from relevant industry figures to support their career progression.

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.	<ul style="list-style-type: none"> • Consultation undertaken March/April 22. • Charter launched summer 22. 	Lead Policy Manager	<ul style="list-style-type: none"> • Consultation is representative (EDI data collected and analysed) • EDI commitments for employers embedded into charter 		<ul style="list-style-type: none"> • Analysis of consultation responses undertaken in-house and considered by Steering Group in July 2022. • Due to capacity constraints within the procurement function, a delay in commissioning specialist support needed for the next phase, including finalising the Charter content (ensuring it is relevant to SMEs – a key issues highlighted in the consultation) and implementation design. • Following confirmation at the end of September that Contract Standing Orders have been amended, a compliant procurement exercise is being 	<ul style="list-style-type: none"> • 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.

						undertaken, which if successful will enable the consultancy support to begin on 7 th November.	
J2 52	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	<ul style="list-style-type: none"> • 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 		<ul style="list-style-type: none"> • Enterprise West Yorkshire and the Business Productivity Programme are in delivery. • Business West Yorkshire (working title) and West Yorkshire Innovation Support programme are in assurance process to go to Combined Authority in October 2022. • Enterprise Programme and Digital Transformation (led by Leeds City Council) in assurance process, to go to CA in February 2023. • Export Support and SME Knowledge Transfer pilot currently in development to go through assurance process in 22/23. • Seedcorn Finance, HealthTech Sector Support, and Inward Investment Support are in development, in close consultation with the Business Economy and Innovation Committee to be delivered 2023 onwards. • An Open Call for Projects is being developed. 	<ul style="list-style-type: none"> • 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)	3,000 SMEs supported .	Head of Business Support	<ul style="list-style-type: none"> • 10% with at least one BAME decision-maker • 15% with at least one Female decision-maker • 25% in 20% most deprived on IMD 		<ul style="list-style-type: none"> • 2492 SME's Supported • 83% of Annual Target, which demonstrates ongoing high demand for support from businesses, including on energy costs, energy efficiency and other cost doing business pressures. • SMEs supported via the current Growth Service Gateway, events and via 	<ul style="list-style-type: none"> • Ethnic Minority 21.8% • Female 47.8% • 20% most deprived 33.9% • Protected characteristics data now being collected for all business support enquiries & interactions. • The above figures on ethnicity and gender 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, and that this is a 'benchmark' year for collecting the data.

	and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.					<p>the support of Growth Managers, as well as via products delivered and/or funded by the Combined Authority, including via REBiz for energy efficiency support.</p> <ul style="list-style-type: none"> • 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. 	
53 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 quality advisory support (public and private).	1500 SMEs supported intensively to build resilience and grow.	Head of Business Support	<ul style="list-style-type: none"> • 25% in 20% most deprived on IMD 		<ul style="list-style-type: none"> • 744 SME's supported • 49% 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, innovation and tech adoption, business planning, resource efficiency, sustainable & active travel, and business start-up. 	<ul style="list-style-type: none"> • 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 Indices of Multiple Deprivation.
J5	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,	500 pre-start & start-up firms supported.	Head of Business Support	<ul style="list-style-type: none"> • 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%). 		<ul style="list-style-type: none"> • 240 pre-start & Start-up firms supported • 48% of annual target • Just 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 600 enquiries about the programme have been 	<ul style="list-style-type: none"> • Female 60.1% • Ethnic Minority 34.5% • Disability 11.4% • 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 contractors are contributing to the progress to date. These include Inspired Neighbourhoods, Airedale Enterprise Services, the Opportunity Centre, Barca Leeds and Paddock Trust.

54	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.					<p>received, but the 240 relates to those that have accessed the support to date.</p> <ul style="list-style-type: none"> • The LA-employed Start-Up Managers are now all in post and are driving new clients to the support available. District-nased launch events have all now taken place, with the Bradford one being held at the Kala Sangham centre last month. • 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. • ‘Ladder of Enterprise Support’ is not the official term for the programme, rather an internal term to describe the sequenced support available. The programme is currently known as Enterprise West Yorkshire but we have just appointed a marketing agency to support with branding for all 3 workstreams, which Kate McRoy is leading. 	
J6	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the	Agreed by Autumn 2022.	Head of Business, Skills, Innovation and Culture Policy	<ul style="list-style-type: none"> • 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. 		<ul style="list-style-type: none"> • Working group established to progress this. Dependent on both the West Yorkshire vision/ plan being developed and the Economic Plan so will be later than originally planned. • The second WY Innovation Festival took place in Oct 2022 in Bradford – over 30 events with various 	Focus of Innovation Festival was innovation for everyone (inclusive innovation) with many sessions based on using innovation to overcome societal challenges.

	strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).			<ul style="list-style-type: none"> 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 		<p>partners and the Innovate Local WY event as part of the week.</p> <ul style="list-style-type: none"> Further discussions taking place with Innovate UK (Mayor and IUK CEO met for first time at Festival), building on the existing Memorandum of Understanding exploring options for further collaboration and funding opportunities for region. 	
J57	Improve the export performance of the region and encourage businesses to internationalise	350 businesses assisted with overseas trade initiatives.	Head of Trade & Investment	<ul style="list-style-type: none"> Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses. 		<ul style="list-style-type: none"> 40 businesses assisted by Trade and Investment via initiatives like the Alibaba Group and UK Israel Free Trade Agreement 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 disproportionately 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	<ul style="list-style-type: none"> Targeting all new jobs created to be paid above the national average salary. 		<ul style="list-style-type: none"> 206 jobs created and 10 safeguarded at the end of Q2. We forecast hitting target as the enquiry pipeline remains strong, with an investment project creating 1,000 jobs due to be claimed in Q3 as a result of the Mayor's successful mission to India. Investor confidence remains a concern given economic volatility and rising costs, though the declining pound may increase the UK's attractiveness for US investors in particular, who account for over 50% of project successes to date. 	<ul style="list-style-type: none"> New and safeguarded jobs relate to 9 projects successes. 2 of the 9 project successes have landed outside of Leeds, in Kirklees and Bradford. 8 of the 9 projects successes are the result of foreign owned new investments and expansions, with 5 linked to US investors. Average salaries for all new jobs created are above the national average.

<p>56 J9</p>	<p>Deliver West Yorkshire Business Accelerator Fund</p>	<ul style="list-style-type: none"> • 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. 	<p>Head of Commercial Development & Investment</p>	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 <p>The following KPI's will be monitored.</p> <ul style="list-style-type: none"> • % 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 		<ul style="list-style-type: none"> • Limited Partnership Agreement signed in July 2022. • The first £2m investment from the fund is to support the growth of an e-commerce business that sells trees and shrubs from its nursery in West Yorkshire to customers nationwide and a press announcement will be made imminently. Over recent years the company has grown rapidly due to the strengthening of the e-commerce horticultural market. This is a high growth company that boasts a unique proposition with the potential to build and consolidate new markets. With Foresight's support in terms of funding and experience in helping entrepreneurs scale and professionalise their businesses, the company is expected to grow significantly in the next few years, helping to create a significant social and economic boost for West Yorkshire. • An initial quarterly investment meeting will take place in early November • The Official Launch will be attended by the Mayor and other officials on 10th November 2022. • The fund manager has opened a new office in Leeds specifically to service investment in the 	<ul style="list-style-type: none"> • Outcomes and EDI measures should become visible at initially quarterly reporting session which is to held in November 2022.

						<p>region. As such they will be seeing a lot of prospective investments. WYCA has also been introducing potential investee companies too. We will have greater visibility of this when the first quarterly report is shared in November.</p>	
--	--	--	--	--	--	--	--

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	
50	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	<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	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	<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> At the end of October the CA approved funding of £5.1m for green employment and skills interventions. Interventions are now being developed as part of a Business Justification Case. Feedback and themes for draft recommendations were presented to the Green Jobs Taskforce in October. Following this, task and finish groups will take place in October and November to develop recommendations with Taskforce members and stakeholders. The final recommendations will be presented to the Green Jobs Taskforce at the last meeting in January. At the Green Jobs Taskforce in October young people who had been part 	<ul style="list-style-type: none"> Equality Impact Assessment (EqIA) will be part of Strategic Outline Business Case Consultation framework to be developed Activity has been commissioned for delivery by youth engagement organisations and including a requirement to reflect diversity

						of the commissioned green summer school - the Green Skills Youth Programme presented their interim findings from their research. They shared their perceptions of green jobs and advised the Taskforce on how to engage young people in the development of the recommendations. The final report will be published at the end of October.	
W3	Number of businesses supported to engage with employment and skills programmes	<ul style="list-style-type: none"> 266 (including 90 business volunteers in schools). 	Head of Employment and Skills	25% of businesses in most deprived on IMD		<ul style="list-style-type: none"> 154 businesses supported to date against a cumulative profile of 94 	<ul style="list-style-type: none"> 22% of the businesses are from businesses in most deprived Indices of Multiple Deprivation to date against a cumulative profile of 15%
W4	Number of adults supported to upskill, re-train or access employment/self-employment	<ul style="list-style-type: none"> 62,300 	Head of Employment and Skills	<p>For AEB:</p> <ul style="list-style-type: none"> 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 <p>For non-AEB:</p> <ul style="list-style-type: none"> Ethnic minority – 20% People with disabilities – 23% Women – 50% 		<ul style="list-style-type: none"> 17,649 adults supported by the end of September against a target of 17,096. 	<p>For AEB:</p> <ul style="list-style-type: none"> Ethnic Minority Groups - 40% against cumulative profile of 43% Learners with disabilities - 18% against cumulative profile of 23% Unemployed Learners - 63% against cumulative profile of 43% Female Learners - 68% against cumulative profile of 67% <p>For non-AEB</p> <ul style="list-style-type: none"> Ethnic Minority Groups - 37% against cumulative profile of 20% Learners with disabilities - 20% against cumulative profile of 23% Female Learners - 53% against a cumulative profile of 50%

This page is intentionally left blank

Employment and Skills Economic Services

Businesses supported to engage with employment and skills programmes

The Combined Authority set a target to support 266 businesses through employment and skills programmes. This support is delivered from across a range of different programmes which are funded through different sources including ESF, gainshare and DFE. Skills support is fully integrated with our wider business support offer to SMEs, large employers and potential inward investors. Teams work closely with Local Authority colleagues to ensure that employers can navigate the complexity of the education system and take advantage of support available at a national, regional and local level.

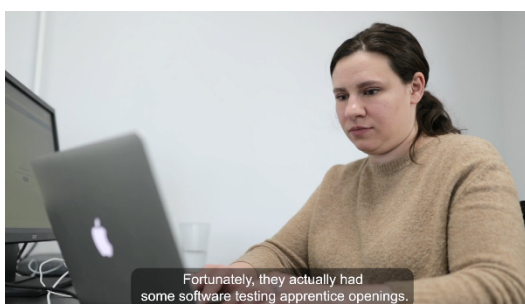
This case study provides an example of the way that the Combined Authority can support businesses to address skills shortages and recruitment challenges through bringing together different funding streams to address their challenges and priorities. Sculpt Digital is a digital business based in Leeds. Through our DFE funded bootcamps, Sculpt Digital supported the delivery of a digital course that offered a clear career opportunity into the tech industry. Sculpt Digital were so impressed with the calibre of the candidates from the Skills Bootcamp that they altered their recruitment plans and took on two female apprentices from the course.

Furthermore, we were able to support the creation of the apprenticeship roles through our Apprenticeship Levy Transfer Service which supports businesses not spending all their levy funding to fund apprenticeships in other organisations.

Santander had committed their levy. They approved their levy transfer to employer Sculpt Digital, covering 100% of the training costs for the two apprentices as well as growing the digital economy in West Yorkshire.

Here is a short video from the businesses and apprentices involved:

[FG Skills Bootcamp Levy Case Study Social Short subbed.mp4 on Vimeo](#)



'Our aim at Santander is to help people and businesses prosper, so the opportunity to do this type of partnership and use the levy was ideal for us'.

Senior Manager at Santander

'Before the bootcamp I wasn't convinced I was able to work in the software industry'

Software Testing Apprentice



Since April 2022 the Employment and Skills team have supported 154 businesses against a cumulative target of 94. The businesses have been engaged across the team through a number of our programmes, including;

- Skills for Growth: supports business skills and growth needs by engaging with a wide range of education establishments in the region.
- Apprenticeship Levy Transfer Service: supports businesses not spending all their levy funding to fund apprenticeships in other organisations
- Schools Partnership: matching business volunteers to schools and colleges to raise aspirations for young people in West Yorkshire.

