

## **FINANCE, RESOURCES, AND CORPORATE COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON MONDAY, 13 MARCH 2023  
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON  
STREET, LEEDS, LS1 2DE**

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

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- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE OF PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE LAST MEETING HELD ON 10 NOVEMBER 2022**  
(Pages 1 - 4)
- 5. FINANCIAL REPORTING**  
(Pages 5 - 16)
- 6. CORPORATE PLANNING AND PERFORMANCE**  
(Pages 17 - 32)
- 7. INTEGRATED CORPORATE SYSTEMS**  
(Pages 33 - 36)

**Signed:**



**Managing Director  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
FINANCE, RESOURCES, AND CORPORATE COMMITTEE  
HELD ON THURSDAY, 10 NOVEMBER 2022 AT COMMITTEE ROOM 1,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mark Roberts (Deputy Chair)	LEP Board
Councillor James Lewis	Leeds City Council
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Cathy Scott (Substitute)	Kirklees Council
Councillor Jane Scullion (Substitute)	Calderdale Council

**In attendance:**

Melanie Corcoran	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
James Nutter	West Yorkshire Combined Authority
Ian Parr	West Yorkshire Combined Authority

**16. Apologies for Absence**

Apologies for absence had been received from Councillor Swift, Councillor Pandor, and Councillor Jeffery.

**17. Declarations of Pecuniary Interests**

There were no declarations of pecuniary interests at the meeting.

**18. Exempt Information - Possible Exclusion of the Press and Public**

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

**19. Minutes of the Meeting held on 6 September**

**Resolved:** That the minutes of the last meeting be approved.

**20. Financial Performance**

Members considered a report that provided an update on 2022/23 financial performance.

Members noted that the revenue budget was being reforecast based on

quarter 2 and inflation as well as the fiscal event on 17 November. The Authority was on course to balance the budgets and some non-recurring saving could be used to counterbalance other increases.

Bus tendered services continued to be monitored and was in line with budget this detail was attached at appendix 1 to the submitted report  
Members anticipated the financial statement on the 17 November and called on the Government for financial leadership and to recognise the value of devolved authorities.

An update on progress across programmes at quarter 2 was provided and members noted that due to inflationary pressures all projects had been asked to value engineer which meant that they would be in the design phase for longer resulting in an underspend in the quarter.

**Resolved:** That the report be noted

## **21. Inflation: Transport Programmes**

Members considered a report which set out the Combined Authority's response to inflationary pressures on transport projects.

Members noted that the Combined Authority had worked closely with partner councils to assess projects for financial viability, deliverability, and strategic fit. It was proposed that several schemes be paused, pipelined, or developed over longer timeframes to release of costs from the current programmes of around £270m and ease the immediate pressure on budgets.

Members discussed that the schemes would be developed over a longer timeframe would mean that more shovel ready schemes are in the pipeline and ready to proceed once alternate funding opportunities had been identified.

**Resolved:**

- (i) That the Committee recommends to the Combined Authority that the projects listed in current Appendix 1 are paused and pipelined.
- (ii) That the Committee recommends to the Combined Authority the new indicative allocations identified in Appendix 2.
- (iii) 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.
- (iv) That the Committee recommends to the Combined Authority that the rebaselined milestones for TF and TCF projects can be approved as set out in Appendices 3 and 4.
- (v) 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.

## **22. Corporate Planning and Performance**

The committee considered a report which set out the Key Performance Indicators for quarter 2. A case study from KPI W3 'Number of businesses supported to engage with employment and skills programme' was attached at appendix 2.

Members noted that the 2022-23 Business Plans had 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. This would inform the budget and business planning process for 2023-24 and a draft Budget and Business Plans would be brought to the Combined Authority Meeting on 8 December.

**Resolved:** That the Corporate Key Performance Indicator Quarter 2 dashboard and case study detailed at Appendix 2 be noted.

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**Report to:** Finance, Resources and Corporate Committee

**Date:** 13 March 2023

**Subject:** **Financial Performance Report**

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

**Author:** Mark Wood, Interim Head of Finance

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

## 1. Purpose of this Report

- 1.1 To provide an update on the 2022/23 financial performance for the period ending 31 January 2023.

## 2. Information

- 2.1 **Q3 2022/23 Financial Update – revenue expenditure** The Combined Authority approved a revised revenue outturn budget at its meeting on 2 February along with the proposed revenue budget for 2023/24. Both of these presented a broadly balanced position after taking the opportunity to set aside some non recurring savings in 2022/23 to provide support in the coming year to bus tendered services and inflation on capital programmes.
- 2.2 Regular budget monitoring has continued in parallel with the detailed presentation to the 2 February meeting and this has identified a number of movements within individual budget lines as well as changes resulting from further funding receipts and approvals. This moves the net position from a small surplus of £145k as previously reported to a small deficit of £250k. It is expected as the year end approaches further revisions will be made and any

budgeted expenditure not spent in the current year will be used to contribute to reserves and support the funding challenges in future years.

- 2.3 Expenditure on bus tendered services and concessionary reimbursement is currently showing in line with the outturn approved in February. The bus team are now reporting some savings on concessions reflecting reductions in mileage operated and if this continues it will result in some further non recurring savings in year. The bus team is also working through the impact of the recent announcement of further bus recovery grant for both the current year and 2023/24 and a report will be made to a future meeting to consider how the grant can support current activities and the consequences of the grant ceasing after June 2023.
- 2.4 A summary of the 2022/23 current revenue spend to original budget and a comparison to the latest (Q3) forecast as at 31 January 2023 is attached at **Appendix 1**. A brief narrative and RAG rating is included to highlight those budget lines that are under/over-performing against budget.
- 2.5 The Committee has previously requested to be informed of the monthly reconciliations of bus tendered services payments to budget. These reconciliations continue to be prepared monthly and signed off by both the Mobility Services team and Finance team and indicate operator payments are within the approved budget.

#### **2022/23 Capital Programme Update**

- 2.6 The table below summarises the total expenditure on the Combined Authority's capital programme as at quarter 3 2022/23 (31 December 2022). This includes the current expenditure forecast on each funding programme in comparison with the budget forecast reported to the Combined Authority in February 2023.



<b>Capital Programme Expenditure</b>	<b>Forecast as at Combined Authority February 2023</b>	<b>Expenditure upto Quarter 3 2022/23</b>	<b>% of CA Forecast</b>
<b>Transport Programmes</b>			
City Region Sustainable Transport Settlement	£66,059,941	£25,621,635	38.79%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	£37,940,399	£25,454,935	67.09%
West Yorkshire plus Transport Fund	£58,626,946	£46,041,525	78.53%
Zero Emissions Bus Regional Areas	£3,818,701	£0	0.00%
Leeds Public Transport Investment Programme	£2,870,000	£1,732,822	60.38%
Integrated Transport Block (CA legacy projects)	£4,666,883	£2,941,672	63.03%
Active Travel	£6,856,529	£2,874,993	41.93%
New Station Fund	£3,687,541	£3,731,910	101.20%
<b>Economic Development Programmes</b>			
Getting Building Fund	£11,377,575	£10,575,616	92.95%
Brownfield Housing Fund	£9,000,000	£299,787	3.33%
Social Housing Decarbonisation Fund	£4,661,627	£1,544,808	33.14%
British Library North	£6,000	£0	0.00%
Corporate Projects	£1,897,281	£1,083,158	57.09%
Broadband	£1,204,119	£1,208,410	100.36%
Growth Deal - Economic Development	£123,300	£0	0.00%
Business Accelerator Fund	£2,301,895	£2,202,883	95.70%
Flood Alleviation Scheme	£12,565,000	£0	0.00%
<b>Total Capital Spend</b>	<b>£227,663,737</b>	<b>£121,902,861</b>	<b>53.55%</b>

- 2.7 Expenditure of over 50% (of the 2022/23 February 2023 forecast) at quarter 3 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.
- 2.8 Most 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 (CRSTS)**

- 2.9 The CRSTS programme remains on target to spend £66 million this financial year. Most of this relates to the Network and Asset Improvements sub-programme, which covers activity by partner councils previously funded under Highways Maintenance, Pothole funding and the Integrated Transport Block. The funding approval for these was recently increased at the February Combined Authority meeting from the approval of quarter 1 and 2 payments to cover the full 2022/23 financial year. The remaining forecast for this financial year relates to Mass Transit, work which continues to progress at pace. A significant amount of modelling work is underway to understand potential demand to support option development, the strategic dimension and develop the specification.

## **Transforming Cities Fund**

- 2.10 The TCF programme is in a strong position to spend its 2022/23 forecast of £37.9 million. At least one scheme in each of the three thematic areas are now in delivery, namely: Leeds City Centre Cycle Improvements, Halifax Bus Station, White Rose Station, and Tadcaster Road Corridor Improvements. Leeds Station - Sustainable Travel Gateway is due to start on site in March 2023, and several schemes are expected to commence delivery in early 2023/24.
- 2.11 The funding for York and North Yorkshire schemes is being managed separately following the commencement of CRSTS. The Department for Transport (DfT) have commissioned the consultants Arup to review all the North Yorkshire TCF schemes, which have slipped due to the Network Rail approvals process, land negotiations, and scope reviews because of inflation. These schemes were due to complete by March 2024, and there is a risk that funding will be limited to this timescale. However, the projects are progressing; in quarter 4 2022/23, Traffic Regulation Orders (TRO's) are being issued, demolition work commences, and planning application work continues.

## **Transport Fund**

- 2.12 The West Yorkshire Transport Fund is progressing well with 24 schemes completed and a further 18 schemes on site. The Inflation Review, approved by the Combined Authority in December 2022, set out programme savings, projects to be pipelined in programme and additional funding requests on individual schemes. The net effect of these changes was a reduction to the total value of schemes in the Transport Fund programme from £1,151 million to £951.6 million. This has created headroom / contingency of £48.4 million within the overall £1billion Transport Fund.
- 2.13 As schemes on site are progressing well it is possible that total expenditure in 2022/23 will be ahead of the forecast position reported to the Combined Authority at its meeting in February 2023. Subject to progress made on schemes on site in the final quarter of the year, this could be approximately £10m ahead of the original £59.6 million forecast.
- 2.14 Two further schemes in the Corridor Improvement Programme have / are due to commence on site:
- Bradford - A6177 Great Horton Road-Horton Grange Road scheme has now received approval to proceed, and construction works will begin in the final quarter of 2022/23. The £6,257,000 scheme will deliver improvements to the western section of the A6177 Bradford Outer Ring Road to enhance the highway efficiency for the benefit of private vehicle and public transport (bus) road users. The highway improvements will be complemented by both public transport and active travel interventions as well as enhanced public realm.
  - Leeds – Fink Hill scheme has now commenced on site. £3,257,000 of Transport Fund monies will support the delivery of highway

enhancements to the A6120 Outer Ring Road corridor in Horsforth, increasing the operational capacity between the Fink Hill junction and Horsforth roundabout by enabling two lane traffic in each direction, plus new and improved walking and cycling infrastructure to enhance active travel provision.

### **Getting Building Fund**

- 2.15 The GBF programme continues to make good progress on spend in comparison to forecast for the year particularly as projects approach closure. Leeds Liverpool Canal achieved delivery closure in quarter 3 whilst Holbeck Victorian Terrace Retrofit, Wakefield Warm Homes and Enterprise Zones Parry Lane have all now provided draft closure reports declaring outputs exceeding the targets originally agreed with Cities and Local Growth Unit.
- 2.16 Bradford One City Park claimed the remainder of its GBF allocation in quarter 3 leaving only the Business Growth Programme and Wakefield Langthwaite Enterprise Zone with project spend forecast in quarter 4. Forecast spend for the final quarter of the financial year also includes costs relating to Combined Authority programme management and overheads.

### **Brownfield Housing Fund**

- 2.17 Projects within the programme continue to progress and to date 12 schemes have received an expenditure approval totalling £20.09 million of the £89.04 million funding award. During quarter 3 a further scheme received an indicative funding allocation following outline business case approval, this scheme has now commenced full business case development and is also scheduled to gain an expenditure approval by the end of the financial year.

### **Other Programmes**

- 2.18 The current forecast for the Zero Emissions Bus Regional Area (ZEBRA) programme is £3.8 million. The project involves the purchase of new electric buses in partnership with bus providers: Arriva, First and Transdev. Currently funding agreements are being developed with the three providers and spend forecast has reduced to £1.18 million.

### **Devolution Gainshare**

- 2.19 Details of the projects funded through the Devolution Gainshare monies of £38 million per annum have previously been shared with the Finance, Resources and Corporate Committee. Attached as **Appendix 2** are the full details of all approved projects under each of the Combined Authority's Investment Priorities along the value of proposed projects currently in pipeline.
- 2.20 The share of monies for each Investment Priority includes all of the funding for 2020/21 to 2024/25 (£38 million x five years = £190 million) plus £35 million overprogramming which totals £125 million.
- 2.21 To date 35 individual projects have received approval of funding totalling £140.19 million. Whilst a number of these projects are in full delivery some

have approval for development spend and will require approval of further funding before progressing into full delivery. Spend to date across all approved projects is £16.72 million.

### **National Evaluation of Gainshare Funding (aka Gateway Review)**

- 2.22 Two of the Combined Authority's programmes are designated by Government as Gainshare funding. These include elements of the Transport Fund, agreed as part of the Growth Deal (£30,000,000 per year until 2034/35), and the Devolution Gainshare (£38,000,000 per year to 2049/50). Both of these programmes are subject to a Gateway Review which takes place every 5 years. The continuation of this funding is contingent upon a successful outcome to the review(s) and totals £68,000,000 per year.
- 2.23 The purpose of the review is to assess progress and evaluate the impact upon economic growth. This is a crucial part of the Combined Authority's accountability for public funds and provides assurance to Government that we can demonstrate a return on investment under Devolution.
- 2.24 The National Evaluation Framework, which sets out how the reviews will take place has been launched and the Combined Authority is required to submit Local Evaluation Frameworks for both the Transport Fund Gainshare and Devolution Gainshare by end of April and end of May respectively. The reviews will then commence with final reports due to be submitted to Government by October 2024.
- 2.25 In terms of scope any project which has spent monies in either of the programmes will need to be evaluated to some degree. The National Evaluation Framework states that 'projects will be 'in scope' for review where expenditure has been incurred at least 12 months before the Final Gateway Review Report'.

### **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 – Revenue Budget v Quarter 3 Forecast

Appendix 2 – Devolution Gainshare Programme

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WYCA		FY	YTD				
	Jan YTD	FY Forecast Q3	YTD Forecast Q3	YTD Actuals	Variance %	Notes / Commentary	RAG Rating
FILTER		£	£	£			
HEADER	Employee Costs	33,612,546	27,185,874	26,657,636	-1.9%	Spend as expected against forecast	
HEADER	Indirect Employee Costs	1,936,234	1,181,887	926,097	-21.6%	Underspends due to delays in recruitment and training spend	
HEADER	Premises Costs	6,884,769	5,552,902	5,320,534	-4.2%	Spend as expected against forecast	
HEADER	Supplies and Services	4,105,713	2,813,152	2,373,119	-15.6%	Spend to date lower than forecast, driven by marketing underspends	
HEADER	ICT Related Costs	3,389,195	2,574,627	2,467,768	-4.2%	Spend as expected against forecast	
HEADER	Travel, Subsistence & Transport Costs	169,766	118,532	101,767	-14.1%	Slight underspend against forecast	
HEADER	Members Allowances & Expenses	395,162	255,375	205,223	-19.6%	Slight underspend against forecast	
HEADER	Tendered Services	34,172,000	31,410,410	34,642,932	10.3%	Timing differences mainly relating to invoicing of Districts	
HEADER	Concessions	47,273,360	39,093,090	38,523,404	-1.5%	As above underspend against this budget vired to Tendered Services	
HEADER	Prepaid Tickets Costs	22,000,000	19,258,508	20,091,736	4.3%	Mcard sales activity picked up post-COVID and reforecasted - offset by Mcard sales ##	
HEADER	Non-staffing Project costs	30,366,368	15,592,664	8,950,769	-42.6%	Lower grant spend across a number of funded projects in Economic Services	
HEADER	AEB costs	64,580,987	55,772,888	56,061,475	0.5%	Spend as expected against forecast	
HEADER	Consultancy and Professional Services	3,816,279	2,496,706	2,290,080	-8.3%	Spend to date lower than forecast, driven by HS2 petitioning and lower new tenant searches	
HEADER	Financing Charges	7,077,000	2,895,397	1,389,245	-52.0%	Investment interest forecast increased due to BoE interest rate increase and more cash in bank	
HEADER	Contingency	0	0	0	0.0%		
HEADER	<b>Total Expenditure</b>	<b>259,779,380</b>	<b>206,202,012</b>	<b>200,001,785</b>	<b>-3.0%</b>		
HEADER	Capitalisation / Internal Recharges	(14,508,112)	(10,680,430)	(9,562,477)	-10.5%	Higher vacancies than forecast	
HEADER	Pre Paid Ticket Income	(22,000,000)	(19,258,508)	(20,091,736)	4.3%	Mcard sales activity picked up post-COVID and reforecasted - offset by Mcard payments ##	
HEADER	Funding - Grants	(43,757,979)	(27,352,034)	(19,861,439)	-27.4%	Grants received to date as expected offsets with project underspends above	
HEADER	Transport Levy	(92,198,000)	(76,831,667)	(76,831,667)	0.0%	Levy receipts as expected	
HEADER	AEB Income	(64,702,987)	(55,874,554)	(56,163,142)	0.5%	In line with forecast	
HEADER	Income - Operational	(19,777,538)	(11,270,070)	(8,467,044)	-24.9%	EZ receipts expected to be received in arrears	
HEADER	Tendered Services Income	(10,646,000)	(6,625,339)	(6,552,436)	-1.1%	In line with forecast	
HEADER	<b>Total Income</b>	<b>(267,590,616)</b>	<b>(207,892,604)</b>	<b>(197,529,940)</b>	<b>-5.0%</b>		
HEADER	<b>Net Expenditure Total</b>	<b>(7,811,236)</b>	<b>(1,690,592)</b>	<b>2,471,845</b>			
		0		-1			
		4,870,000					
		3,194,000					
	<b>Adjusted Net Expenditure Total</b>	<b>252,764</b>	<b>(1,690,592)</b>	<b>2,471,844</b>			

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2022/23 Quarter 3 Gainshare Forecast (to 31/12/2022)

Investment Priority	Project Name	Start Date	End Date	Total Indicative Allocation (including 2020/21)	% of Gainshare Allocation	Approval to 2022/23	Pipeline Projects Progressing through the Assurance	2022/23	
								Forecast Spend 2022/23 Q4	Forecast Spend 2022/23 FY
	Capacity - Mayoral team and elections costs			14,750,000		5,250,000	6,500,000	187,796	565,070
	Additional allocations to District Partners (unapproved)						15,000,000	-	-
	<b>Total</b>			<b>14,750,000</b>	<b>7%</b>	<b>5,250,000</b>	<b>21,500,000</b>	<b>187,796</b>	<b>565,070</b>
IP1: Good jobs and resilient businesses	COVID Economic recovery (local authorities)					5,000,000			
	Economic Recovery - Health Innovation	Aug-21	Aug-24			200,000		32,391	55,753
	Economic Recovery - Entrepreneurship (package of support) - known as Enterprise West Yorkshire	May-21	Sep-24			6,000,000		1,480,006	1,956,946
	Capacity funding					590,647		133,465	133,465
	Support Local Business (programme development)					500,000		109,644	160,832
	Business Productivity Programme	Sep-22	Mar-26			4,500,000		-	-
	Mayor's Cost of Living Emergency Fund	Nov-22	May-24			3,000,000		50,000	1,000,000
	Innovation West Yorkshire Programme	Apr-23	Mar-26			5,550,376		-	-
	Business West Yorkshire	Apr-23	Mar-26			4,573,426		-	-
	High Growth Start-up	Jul-23	Mar-26			5,000,000		-	-
Pipeline									
<b>Total IP1: Good Jobs and resilient businesses</b>					<b>33,290,647</b>	<b>15%</b>	<b>34,914,449</b>	<b>1,805,506</b>	<b>3,306,996</b>
IP2: Skills and training for people	Skills Connect (Re-boot extension)	Mar-21	Mar-25			6,500,000		1,075,486	1,365,695
	Employment hub (brokerage people to jobs)	Apr-21	Mar-23			7,000,000		2,749,747	4,678,717
	Capacity funding					1,253,501		169,792	169,792
	Develop and embed Fair Work Charter	Oct-21	Jul-24			600,000		5,000	5,000
	Green Jobs Taskforce and Gateway	Nov-21	Mar-24			500,000		107,150	205,500
	Green Skills (top end of estimated requirement)								
	Digital Skills Programme - Adult Digital and Technical Skills project (Includes Mayoral SME Graduate Scheme)								
	Employment West Yorkshire	Apr-23	Mar-25			12,000,000		-	-
	Pipeline								
	<b>Total IP2: Skills and training for people</b>					<b>35,753,501</b>	<b>16%</b>	<b>27,853,501</b>	<b>4,107,176</b>
IP3: Creating great places and accelerated infrastructure	Capacity funding					5,089,730		872,194	872,194
	Inclusivity Champion role and inclusive growth pipeline development	May-22	Apr-24			175,000	225,000	11,667	20,000
Pipeline						17,500,000			
<b>Total IP3: Creating great places and accelerated infrastructure</b>					<b>17,089,730</b>	<b>8%</b>	<b>5,264,730</b>	<b>883,861</b>	<b>892,194</b>
IP4 - Tackling the Climate Emergency and Environmental Sustainability	Economic Recovery - Net Zero Region Accelerator	Sep-21	Mar-24			800,000		55,877	163,813
	Capacity funding					1,654,359		339,425	339,425
	Greener Together	Apr-22	Dec-22			306,604		306,604	306,604
	West Yorkshire Climate & Environment Plan – Wave 1					1,778,292		27,580	27,580
	Social Housing Decarbonisation Fund	Jan-23	Mar-24			5,195,949		169,950	169,950
	Natural Flood Management	Nov-22	Mar-23			123,646	7,070,000	47,586	2,306,425
	Better Homes Hub					332,302	4,000,000	59,170	59,170
	Solar Programme - Bus Station Solar (BSS)					109,893	366,110	49,137	49,137
	Solar Programme - Next Phase						1,633,890		
	Better Neighbourhoods						2,060,000		
	Energy Price Crisis Emergency Business Grants Programme	Nov-22	Mar-23			1,100,000		729,123	729,123
	Business Sustainability Package	Apr-23	Mar-26			10,596,934		62,500	62,500
	Local Area Energy Plan						500,000		
	Pipeline								
<b>Total IP4 - Tackling the Climate Emergency and Environmental Sustainability</b>					<b>42,454,359</b>	<b>19%</b>	<b>21,997,979</b>	<b>1,799,366</b>	<b>1,954,888</b>
IP5 - Future Transport	Capacity funding					1,432,616		198,137	198,137
	Capacity funding - Management Funding					60,000		-	-
	Begin Bus Franchising assessment incl legal & commercial advice					1,000,000	6,000,000	136,831	609,377
	Contribution to Transforming Cities and LUF2					38,000,000		-	-
	Pipeline								
<b>Total IP5 - Future Transport</b>					<b>68,992,616</b>	<b>31%</b>	<b>40,492,616</b>	<b>334,969</b>	<b>807,514</b>
IP6 - Culture and Creative Industries	Capacity funding					1,319,147		468,381	468,381
	Creative New Deal (programme development)					310,000		21,240	169,365
	Creative New Deal - Beyond Brontes (Now known as Mayor's Screen Diversity Programme)					190,000	180,000	-	95,000
	Bradford Literature Festival to support the festival in 2022	Jun-22	Nov-22			250,000		-	250,000
	Kirklees Year of Music	Oct-21	Mar-24			850,000		285,000	285,000
	Leeds 2023 - Women of the World (WoW) (ka Leeds WoW Barn)	Nov-21	Jun-23			1,500,000		551,672	551,672
	Pipeline								
	<b>Total IP6 - Culture and Creative Industries</b>					<b>12,819,147</b>	<b>6%</b>	<b>4,419,147</b>	<b>1,326,293</b>
<b>Gainshare Revenue Grand Total</b>					<b>225,150,000</b>	<b>100%</b>	<b>140,192,422</b>	<b>10,444,967</b>	<b>15,770,784</b>

2022/23					
Forecast Spend 2022/23 Q4	Forecast Spend 2022/23 FY	Forecast Spend 2023/24 FY	Forecast 2024/25 FY	Forecast 2025/26 FY	Total Spend to 2025/26
187,796	565,070	4,750,000	1,750,000		10,652,355
-	-				-
-	-				-
187,796	565,070	4,750,000	1,750,000	-	10,652,355
					5,000,000
32,391	55,753	62,233	67,649		200,000
1,480,006	1,956,946	2,155,264	1,674,917		6,000,000
133,465	133,465	161,859	295,324		590,647
109,644	160,832	178,663	160,505		500,000
-	-		1,900,000	2,600,000	4,500,000
50,000	1,000,000	2,000,000			3,000,000
-	-	1,776,313	1,864,160	1,909,903	5,550,376
-	-	1,382,679	1,558,579	1,632,168	4,573,426
-	-	1,175,000	1,808,000	2,017,000	5,000,000
1,805,506	3,306,996	8,892,011	9,329,134	8,159,071	34,914,449
1,075,486	1,365,695	3,010,089	1,986,832		6,500,000
2,749,747	4,678,717	-	-		7,000,000
169,792	169,792	456,958	626,751		1,253,501
5,000	5,000	297,500	297,500		600,000
107,150	205,500	294,500			500,000
-	-				-
-	-	363,033	27,603		390,636
-	-	5,092,807	6,907,193	-	12,000,000
-	-				-
4,107,176	6,424,704	9,514,887	9,845,878	-	28,244,137
872,194	872,194	1,727,672	2,489,865		5,089,730
11,667	20,000	190,000	190,000		400,000
		10,233,951	3,916,049	2,550,000	16,700,000
883,861	892,194	12,151,623	6,595,914	2,550,000	22,189,730
55,877	163,813	280,972	280,972		800,000
339,425	339,425	512,754	802,180		1,654,359
306,604	306,604	-	-		306,604
27,580	27,580	827,421	58,645		913,646
169,950	169,950	5,025,999			5,195,949
47,586	2,306,425	3,188,408	681,500		6,223,919
332,302	4,000,000	63,374			632,302
109,893	366,110	75,220			416,403
-	-	607,454	1,452,546	-	2,060,000
729,123	729,123	370,877			1,100,000
62,500	62,500	2,562,067	3,598,038	4,374,329	10,596,934
		500,000			500,000
1,799,366	1,954,888	13,795,773	9,519,383	5,055,829	30,400,116
198,137	198,137	582,550	651,929		1,432,616
-	-				-
136,831	609,377	390,623			1,000,000
-	-				-
334,969	807,514	973,173	651,929	-	2,432,616
468,381	468,381	216,192	634,574		1,319,147
21,240	169,365	130,635	10,000		310,000
-	95,000	-			190,000
-	250,000				250,000
285,000	285,000	565,000			850,000
551,672	551,672	948,328			1,500,000
					4,620,000
1,326,293	1,819,418	1,860,155	644,574	-	4,419,147
10,444,967	15,770,784	51,937,622	38,336,811	15,764,900	133,252,550

\*Note: Amounts in italics are for projects where final allocations are yet to be finalised and have not progressed through the Assurance Process

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**Report to:** Finance, Resources and Corporate Committee

**Date:** 13 March 2023

**Subject:** **Corporate Planning and Performance**

**Director:** Alan Reiss, Director of Strategy Communications and Intelligence

**Author:** James Bingham, Corporate Planning and Performance Officer

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input 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, Q3 dashboard of Key Performance Indicators.

## 2. Information

### **Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 3)**

- 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 3 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 4.
- 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.

### **KPI Rag Rating Overview**

- 2.5 There has been some movement in the Rag rating of KPI's since Q2 in both directions. Four KPI's have improved on performance by transitioning from an Amber to a Green rating, these include: B4, J5, J6, T9. Four KPI's have decreased in rating, these include: T2, T3, T6, W2.

### **Rag Rating improvements**

- 2.5.1 Four KPI's have improved in rating from Q2 to Q3 the details of these are outlined below:
- KPI B4 – *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 (Building a sustainable, nature rich and carbon neutral region)*. The project closed on the 30th November 2022. 150 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme.
  - KPI J5 – *500 pre-start & start-up firms supported. (Driving Economic Growth and Innovation to Achieve Good Jobs)*. In total 580 pre-start & Start-up firms have supported (116% of annual target). 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. Recent figures show that WY has one of the country's highest take-up rates for Start-Up Loans, which could be part-attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.
  - KPI J6 – *Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (Driving Economic Growth and Innovation to Achieve Good Jobs)*. Govt position moved away from Innovation Deals. Focus on lobbying for additional investment whilst at the same time working more collaboratively with

innovate UK to secure more business investment in WY: Action Plan with IUK being developed and launched in Feb 2023. Launchpad application to support cluster development submitted in November 2022.

- KPI T9 – *Delivery of Bus Enhanced Partnership (Creating an Accessible Clean and Customer Focused Transport System)*. Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted. The first stage of BSIP expenditure has been approved by the Transport Committee.

### Rag Rating Decreases

2.5.2 Four KPI's have declined in rating from Q2 to Q3 the details of these are outlined below.

- T2 – *Continue development and delivery of Transforming Cities Fund programme projects (Creating an Accessible Clean and Customer Focused Transport System)*. There is continued work with project teams to set out accurate project forecasts. Programme prioritisation process could have an impact on spend going forward, and some schemes being paused, slowed down, or delivery phased. A number of schemes are on site but forecast completions for 22/23 have slipped into 23/24 (White Rose and Halifax Bus Station) though substantial on site progress made.
- T3 – *Lead work on bus reform to drive up standards of bus travel (Creating an Accessible Clean and Customer Focused Transport System)*. 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. The assessment is progressing but there have been challenges in obtaining some operator data in a timely manner, which has led to some erosion of the programme timescale contingency.
- T6 – *Bus Service Improvement Plan – year 1 delivery - Fares, ticketing and information - Network accessibility and safety (Creating an Accessible Clean and Customer Focused Transport System)*. Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. Commercial local bus market remains very volatile. Bus journey reliability and punctuality, and improved bus speed has a district partner component in terms of road space allocation, parking restraint and costs, and enforcement.
- 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. (Enabling a Diverse, Skilled Workforce and Accessible Learning For All)*. 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. Business Justification Cases are now being developed on different sources and final funding scenarios which will impact on timescales and final delivery resources.

2.6 In addition to those listed above, KPI's B3, C1, E1, E3, T1, and T7 have been given a RAG rating of red for the past two quarters. A risk that is consistently identified (E1,T1, T7 and C1) is current cost inflation pressures. This is explored in more detail, including mitigations within the appendices. The Outcome of these KPI's are as follows:

- KPI 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. (Building a Sustainable Nature Rich and Carbon Neutral Region)
- KPI C1 – Progression of British Library North business case through the Assurance Framework (Championing Culture Sport and Creativity)
- KPI E1 – Continue to ensure the bus network is inclusive with good connectivity for all of our communities (Empowering our Communities Towns and Cities to Thrive).
- KPI E3 – Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant - ensuring good reach and consideration of EDI (Empowering our Communities Towns and Cities to Thrive).
- KPI T1 – Meet the Transforming Cities Fund Annual Expenditure target. (Creating an Accessible Clean and Customer Focused Transport System)
- KPI T7 – Ensure efficient delivery of Combined Authority transport services (Creating an Accessible Clean and Customer Focused Transport System).

KPI Impacts on Corporate Objectives

2.7 All Corporate KPI's have a direct impact on the Combined Authorities seven Corporate Objectives the current performance of all KPI's and how they impact the Corporate Objectives can be seen in the table below.

Q1	Q2	Q3	Q4	CORPORATE OBJECTIVE
Yellow	Red	Red		Empowering our communities, towns, and cities to thrive
Green	Green	Green		Building a sustainable, nature rich and carbon neutral region
Yellow	Red	Red		Creating an accessible, clean and customer focussed transport system
Green	Green	Green		Supporting community safety and accountable, proactive policing
Yellow	Yellow	Yellow		Championing culture, sport and creativity
Green	Green	Green		Driving economic growth and innovation to enable good jobs
Green	Green	Green		Enabling a diverse, skilled workforce and accessible learning for all

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

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

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

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

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

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

### **6. Financial Implications**

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

### **7. Legal Implications**

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

### **8. Staffing Implications**

8.1 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 Members are asked to consider the contents of the report including the Corporate Key Performance Indicator Quarter 3 dashboard.

### **11. Background Documents**

There are no background documents referenced in this report.

### **12. Appendices**

Appendix 1: Corporate Key Performance Indicators – Quarter 3.

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**CORPORATE KEY PERFORMANCE INDICATORS 2022 - 2023**

REF	CORPORATE OBJECTIVE	BUSINESS PLAN OBJECTIVE	2022/23 TARGET	DIRECTOR	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
B1	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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.	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.	Alan Reiss, Director of Strategy, Communication s and Intelligence	Patrick Bowes, Head of Research and Intelligence	Determined by delivery of improvement through capital schemes.					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.  Going forward consideration will need to be given the resources required to manage and maintain the carbon appraisal toolkit and manage future updates in Assurance Framework guidance - the working presumption is that this responsibility will sit with the Research and Intelligence team. The responsibility for applying the toolkit in project appraisal now sits with the PMA team who are procuring additional training resource enable PMA staff to cover carbon specific appraisal this follows a recent ILB decision that no dedicated appraisal resource for carbon will be needed - PMA and Research and Intelligence will continue work jointly on the development of carbon appraisal.	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	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION  23	Reduce carbon generation in Combined Authority facilities and buildings through lower energy use and increasing the proportion of waste recycled.	10% reduction in energy use  At least 30% of waste is recycled  Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes.	Dave Pearson, Director of Transport Operations and Passenger Experience	Mark Gregory, Head of Assets	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions from waste disposal by reducing amounts burnt or sent to landfill - Reducing carbon dioxide and nitrous oxide emissions from waste and energy production will contribute to better air quality in areas of deprivation, which typically have higher levels of these gases.					Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings.  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 November recycling rates remained steady at 38%, Bus Station Managers asked to ensure encouragement recycling facility is well publicised and visible  Funding has been allocated from the Climate and Environment Plan. A programme of works to increase Solar PV on Combined Authority property will be submitted to the Assurance Process in January with an anticipated date of approval in March, with an anticipated start on site in Summer 2023	Increase in delivery of renewable energy contributes to regional improvements in environment (air quality) which is generally worse in areas of deprivation.
B3	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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	Liz Hunter, Director of Policing, Environment and Place	Kate Thompson, Head of Economic Implementation	Reduction in fuel poverty for up to 1316 households in social housing provision					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. In response to the challenges in delivering SHDF Wave 1 and the current cost of living crisis; £5m of Gainshare has been allocated to SHDF Booster enabling social housing providers to target those tenants most at risk of fuel poverty with insulation and renewable energy solutions. Programmed to deliver improvements to 1786 properties by March 2024, 62 properties were completed in December.	The consortium will measure in particular the improvements to those tenants who are retired and more vulnerable to ill health as a result of fuel poverty .  Social housing tends to have a higher proportion of: Lower income population; BAME communities; older occupants  Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.
B4	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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	Liz Hunter, Director of Policing, Environment and Place	Kate Thompson, 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).					Project closed on 30 November 2022. 150 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Lead Authority approved an extension to the timescales for the project in 2022.  Of the 150 whole house plans posted to the residents, only 9 residents engaged with the follow-on calls with the Retrofit Coordinator  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.  The Evaluation Report has been finalised and details the total costs for any future retrofit instalments and the expected CO2 savings that can arise from the 150 homes surveyed  Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme.	Translation support was put 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 all adult learners across West Yorkshire to register and complete the free Retrofit Module
B6	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Ensure all fossil fuel usage continues to be purchased from renewable sources.	Gas and electricity supply contracts are from renewable sources	Dave Pearson, Director of Transport Operations and Passenger Experience	Mark Gregory, Head of Assets	Improve air quality in West Yorkshire by buying energy from sustainable sources					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.	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	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Replace the CA's existing diesel vehicles with electric vehicles in 2022/23	Replace 6 vehicles	Dave Pearson, Director of Transport Operations and Passenger Experience	Mark Gregory, Head of Assets	Contribute to improved air quality in West Yorkshire by reducing carbon monoxide and nitrous oxide from vehicle emissions					Procurement of electric vehicles delayed. Order placed for electric vehicles with a delivery date scheduled for October 2022 is still unfulfilled and we have had limited response to our order from the supplier. Discussions with procurement are taking place to find a way forward, for example by purchasing small numbers of vehicles from differing suppliers as they become available, unfortunately the global shortage of electric commercial vehicles and peak industry demand is still an issue.	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.
B8	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Implement the actions from the Carbon and Environment Action Plan.	Climate and environment plan prioritisation (Quarter 1)  Launch Energy Accelerator targeting private sector investment (Quarter 1),  Launch Better Homes Hub targeting public/private sector investment (Quarter 3)	Liz Hunter, Director of Policing, Environment and Place	Alison Gillespie, Head of Place and Environment Policy	The plan focusses on a just transition to net zero and so priority will be given to interventions that support our deprived communities.  The delivery of the plan and the interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. - rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces.					15 of the high-level actions from the Climate and Environment Plan have been prioritised for Gainshare funding via Carbon Energy and Environment Committee (CEEC) and LAs. Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub.  Development funding of £836k approved by 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) but not approved so now proceeding with individual business cases on the 7 priorities, further development funding secured at 21st October Combined Authority as a change request.  Internal Better Homes Hub Team in place and pilot projects being identified. Work ongoing with Leeds on the PM busiiness council project. Energy Efficiency and Carbon Reducation Framework in advanced stages of development. Better Neighbourhoods programme - SOC submitted to appraisal team, delivery model agreed with DoDs. Skills and Business Support programmes being led by other teams.	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.  Stage 1 and 2 EQIAs submitted as part of Better Neighbourhoods project documentation. This is a grant funding programme for local communities and beneficiaries will include harder-to-reach and disadvantaged communities (including 10% most deprived as per IMD).
B9	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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	Angela Taylor, Director of Finance and Commercial Services	Faye Barker, Head of Commercial	Procurement strategies are required to include their EDI implications					79% of procurements completed during Q1, Q2 and Q3 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.
C1	CHAMPIONING CULTURE, SPORT & CREATIVITY	Progression of British Library North business case through the Assurance Framework.	Approval of 1 Outline Business Case by 31st March 2023	Liz Hunter, Director of Policing, Environment and Place	Kate Thompson, Head of Economic Implementation	Creating an inclusive and diverse learning and cultural space for all of the region					Delayed due to cost escalation and consequential need for programme review Officers are working proactively alongside all partners & looking at options to move the project forward to the next stage. A comprehensive all parties technical workshop took place on 10th Jan 23 where all options and delivery routes have been reconsidered. A detailed evaluation of the issues raised will now be appraised and the approach to the project reprofiled. This is likely to now include elements of permanent works alongside a reduced temporary scope of works.	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	24  CHAMPIONING CULTURE, SPORT & CREATIVITY	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.	Phil Witcherley, Director of Inclusive Economy, Skills and Culture	Phil Witcherley, Head of Business, Innovation, Skills and Culture Policy	Culture framework developed with a planned pipeline of work created.  To enable increase in percentage of participation in culture events from people from diverse and disadvantaged backgrounds. [% target to be selected as part of the culture framework development]					Culture, Heritage and Sport Framework approved by Culture Committee in Nov 22, LEP and CA in Dec 2022.  Kirklees Year of Music 23 Approved through assurance and CA.  Leeds 23 WOW Barn development approved through assurance and CA (with 2nd tranche funding pending Culture Heritage and Sport committee approval Jan 2023).  Wakefield Year of Culture Strategic Assessment submitted, and passed Strategic Assessment in Jan 2023.  A pipeline Culture and Creative Industries Skills and Business support scheme was submitted for Strategic Assessment in January 2023, with a Business Justification Case to be submitted for PAT Approval by April 23.	The draft Culture, Heritage and Sport (CHS) Framework was made available for public engagement in 4 languages, and easy-read format, with Braille and BSL available on request.  The framework includes the following EDI ambition: "Everyone in West Yorkshire can enjoy culture, heritage and sport, and no one will face barriers due to age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation, or socio-economic background."  The framework includes the following EDI evaluation metric: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities."  A pipeline of work is in progress - (3 x business cases approved, a further Skills and Business support scheme progressing through assurance) with strong EDI targets, and includes continuation EDI-focussed programme the Mayor's Screen Diversity Programme.
C4	CHAMPIONING CULTURE, SPORT & CREATIVITY	Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	Support 100 Creative and Cultural industries businesses.	Phil Witcherley, Director of Inclusive Economy, Skills and Culture	Head of Trade & Investment	Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities.					26 businesses currently on Creative Accelerator.  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	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.

E1	<b>EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE</b>	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	Dave Pearson, Director of Transport Operations and Passenger Experience	Edwin Swaris, Head of Mobility Services	Assess demographics of each area of multiple deprivation.				Bus network remains unstable due to funding uncertainties – current Government funding expires in March  Bus service reductions in October but no significant changes since then  Cost pressures are affecting CA and bus operators – reported to CA, TC and FRCC	Key pressure is on retention of existing bus network with constrained funding budget.  If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services.  August Update: On 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.  If the service cuts are implemented by bus companies, there is a risk that communities lose connectivity.
E2	<b>EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE</b>	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	Liz Hunter, Director of Policing, Environment and Place	Kate Thompson, Head of Economic Implementation	Projects undertake Equality Impact Assessment's  Identify developments that contribute in areas of Indices of Multiple Deprivation.				Q3 1. No OBCs approved at Committee approval in Nov. 618 homes progressed through Committee approval. 2. No Full business cases recommended at Programme Appraisal Team (PAT) to go to Place Committee in January 23 for approval (174 homes).  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.	Each project has completed an Equality Impact Assessment (EqIA), which will be updated as it progresses through the Assurance Framework.  Of the 618 homes achieving approval in Q3, approx. 124 are anticipated to be affordable across a range of tenures.
E3	<b>EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE</b>  <b>25</b>	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI).	West Yorkshire Housing Strategy to be approved (Quarter 4).  West Yorkshire Nature Recovery Strategy to commence (Summer 2022)  West Yorkshire Low Emissions Strategy updated (Quarter 4).  Flood Review (refresh complete - Quarter 4).	Liz Hunter, Director of Policing, Environment and Place	Alison Gillespie, Head of Place and Environment Policy	New policies / plans include how to improve the quality of place for people in disadvantaged communities and from diverse backgrounds. Where consultation is to be undertaken, focus on engaging with people from diverse groups.  The policies will contribute to the investment priority outcomes and will be reported through the state 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).				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 Place Partnership with Homes England and Investment Zones and prioritisation of programme development activity such as Housing and Employment Accelerator Funds).  Guidance still awaited from government on Local Nature Recovery Strategy (LNRS). Strategy to be rolled forward to next financial year. We are proceeding with the data scoping for this project as Policy Officer now in post.  Flood Review refresh – commencement delayed due to a lack of resource (diverted onto Climate and Environment Plan Wave 1 project development). However Policy Officer now recruited (start in post Q4).  Dementia-ready Housing Task Force is set up and is to commission a West Yorkshire dementia strategy as part of the Housing Strategy.	The Dementia-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTQIA+ groups as one of its' themes.  The refresh of the Flood Review and 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, this is being led by the Transport Policy Team, an EQIA will be drafted, and details can be reported next quarter.
E4	<b>EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE</b>	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2,  Secure 120million flood risk management funding (Government and other partners, Quarter 1)  Design quality (review completed of 60% TCF schemes by Q4,  SPA sites identified for design support Q3,  Safer parks design guidance completed Quarter 3.  Digital Infrastructure (Gigabit-capable broadband) pipeline developed, and funding	Liz Hunter, Director of Policing, Environment and Place	Alison Gillespie, Head of Place and Environment Policy	New interventions to support people in disadvantaged communities and from diverse backgrounds.  The interventions will contribute to the investment priority outcomes and will be reported through the state of the region report, for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage.				entered CA Assurance. £7.1m allocated to the NFM Programme with delivery commencing in 2023/24. Worked with partners to refresh the programme and align with newly emerging funding opportunities for central government.  Strategic Place Partnership with Homes England progressing, Business Plan in final development and consultation stages, private session held with Place Committee and Terms of Reference for the SPP Board drafted.  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 programme development activity. Strategic Assessment in development.  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). Digital Officer appointed to start in post quarter 4.	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).  Flood programmes (Capital Infrastructure and Natural Flood Management) EQIAs complete.
J1	<b>DRIVING ECONOMIC GROWTH &amp; INNOVATION TO ENABLE GOOD JOBS</b>	Fair work charter launched and business sign-up to charter.	Consultation undertaken March/April 22.  Charter launched summer 22.	Alan Reiss, Director of Strategy, Communications and Intelligence	James Flanagan, Lead Policy Manager	Consultation is representative (EDI data collected and analysed)  EDI commitments for employers embedded into charter				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 were amended and a compliant procurement exercise undertaken, which enabled the commissioning of consultants to help finalise the Charter. Recommendations are due by mid-April on the final Charter content and sign up process.	One of the key drivers of the Charter is to make all workplaces in West Yorkshire more inclusive.  The project is being driven by a Steering Group which is diverse including in terms of age, ethnicity, gender, and physical disability  Public consultation responses included the following results: more women than men responding; 10% of respondents were non-white; and one third of respondents had a physical or mental health condition or illness.

J2	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Phil Witherley, Head of Business, Innovation, Skills and Culture Policy	New measures developed to include a focus on businesses led by people from diverse and deprived backgrounds.  Improving productivity and access to good jobs, will support the investment priority outcomes and will be reported through the state of the region report e.g. quality of work				Enterprise West Yorkshire and the Business Productivity Programme are in delivery.  Business West Yorkshire (working title) and West Yorkshire Innovation Support programme approved by 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 being taken through SPF funding route, in addition to an open call to support innovation.  An Open Call for innovation projects is being developed.  Pilot Mayoral challenge competition launched.	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	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.	3,000 SMEs supported .	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Henry Rigg, Head of Business Support	10% with at least one BAME decision-maker  15% with at least one Female decision-maker  25% in 20% most deprived on IMD				3514 SME's Supported  117% of Annual Target, which demonstrates ongoing high demand for support from businesses, including on energy costs, energy efficiency and other cost of doing business pressures.  The new emergency energy grants scheme launched in November 22 has definitely contributed to the uplift in business enquiries and assists this quarter.  A business case has progressed through the CA Assurance Framework to implement ongoing improvements to the service from April 23 in terms of reach, visibility, product range and use of digital tech.	BAME decision-maker 25.0%  Female decision-maker 48.7%  20% most deprived 33.4%  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. The release of ethnicity data from the recent Census will also help with target-setting and benchmarking.
J4	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Henry Rigg, Head of Business Support	25% in 20% most deprived on IMD				1189 SME's supported  On target to meet or exceed the KPI, particularly as the businesses that receive the emergency energy grants in Q4 will contribute to it. Other grant programmes will complete in Q4 which will also contribute to the target e.g. BGP, Connecting Innovation and ReBIZ.  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.	26.2% 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	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focussed on a universal offer for any person in WY who wants to start a business, and a more bespoke offer for a smaller number of high growth innovation-led enterprises with the potential to achieve significant economic, social and environmental returns. Strong focus on ED&I in terms of outreach, marketing and target outcomes.	500 pre-start & start-up firms supported.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Henry Rigg, Head of Business Support	50% Female, 20% BAME (30% for Workstream 3),  3% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%).				580 pre-start & Start-up firms supported  116% of annual target  The LA-employed Start-Up Managers are now well-established in post and are driving new clients to the support available from the programme.  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. Recent figures show that WY has one of the country's highest take-up rates for Start-Up Loans, which could be part-attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.	Female 60.6%  Ethnic Minority 62.7%  Disability 11.9%  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.
J6	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).	Agreed by Autumn 2022.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Phil Witherley, Head of Business, Innovation, Skills and Culture Policy	New measures in the deal to be developed to include a focus on businesses led by people from diverse and deprived backgrounds.  The deal will focus on sectors that have wider societal benefits, such as health technology that ultimately supports improved health outcomes.  Targeting innovation investment across the region in driving up improved EDI outcomes which will be reported through the state of the region report e.g. Entrepreneurship/ start ups				Govt position moved away from Innovation Deals. Focus on lobbying for additional investment whilst at the same time working more collaboratively with innovate UK to secure more business investment in WY:  Action Plan with IUK being developed and launched in Feb 2023.  Launchpad application to support cluster development submitted in November 2022.  Preparing for IZ opportunity.	Focus of all narrative is around inclusive innovation and ensuring interventions and investment deliver this.  Explicit focus in IUK Action Plan on EDI.
J7	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Improve the export performance of the region and encourage businesses to internationalise	350 businesses assisted with overseas trade initiatives.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Head of Trade & Investment	Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses.				42 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	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Attract, grow and retain investment in West Yorkshire	2,000 jobs created and safeguarded.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Head of Trade & Investment	Targeting all new jobs created to be paid above the national average salary.					1198 jobs created and 50 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.	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.
J9	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver West Yorkshire Business Accelerator Fund	Launch of fund and Investment Programme by Foresight  250 Jobs created over the life of the fund, 200 jobs safeguarded. 21 businesses invested in with target to become net zero by 2038.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	James Briggs, Head of Commercial Development & Investment	The Fund will be an Ethical, Social and Corporate Governance Fund, with applicant businesses being asked to complete an ESG questionnaire to measure their credentials across a broad range of measures including: - Environmental impact and track record - Whether the business is an accredited Real Living Wage employer - The gender and ethnicity of employees - The gender and ethnicity of Board Members  The following KPI's will be monitored. - % of boards that are all female teams - % of boards that are all male teams - % of boards that are mixed gender teams - % of boards with BAME representation - % of boards with 100% BAME representation					Limited Partnership Agreement signed in July 2022. 52 investment opportunities were received in the last quarter (to 30 Sep 2022) and the fund manager has met with 16 businesses, issuing 3 offer letters. 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. A further 2 businesses have progressed to final offer stage this quarter (Sep 2022); further details will become available at the next quarterly update on 14 March 2023. The official Launch took place on 10 Nov with 120 stakeholders attending, including the Interim Chair of the Leeds City Region Enterprise Partnership. The fund manager has opened a new office in Leeds specifically to service investment in the region. WYCA has also introduced potential investee companies and the fund manager met with the Leeds LEP Trade and Investment Team and Local Authority Growth Managers in Oct 2022.	52 opportunities have been reviewed by the fund manager; of these: First investment has a mixed gender senior management team - Female Managing Director and Male CEO 40% of referrals are from businesses with mixed gender or all female senior management teams No data is available for BAME representation but further information will become available in subsequent quarterly reports for 2023. Fund Manager has attended networking events across the region to engage stakeholders including Fund Her North, Nexus Connect Incubator, speaking at British Business Bank Raising Equity Conference and WYCA SME Support Network Launch in Bradford.
S1	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.	Liz Hunter, Director of Policing, Environment and Place	Julie Reid, Head of Policing and Crime	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.					Safety of Women and Girls Strategy was published in Nov and we are now moving into delivery phase. Victim & Witness Strategy has moved into external consultation with partners including LCJB. Safer Places strategy likely to be integrated into the new Pol, Env & Place Directorate workstream to create a more holistic approach. Reducing Vulnerability and Multiple & Complex Needs likely to slip into 23/24, however minimal reputational risk.	Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities
S2	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.)	Liz Hunter, Director of Policing, Environment and Place	Julie Reid, Head of Policing and Crime	Monitoring police force representation:  Increase proportion of workforce from ethnic minorities  Increase proportion of female officers  Monitor ethnic disparities in police activity and hold the Chief Constable to account where these are identified					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 Group to facilitate partner co-ordination and oversight.  Performance reporting presented to the Partnership Executive Group (14/10/22) and the Police and Crime Panel (07/10/22), in public.	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 (officers) from ethnic minorities – 7.5% at Sept 2022. A 0.6% increase on previous 12 months (Sept 2021).  Increase proportion of female officers – 38% at June 2022. A 1.3% increase on previous 12 months (Sept 2021).
S3	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.	Liz Hunter, Director of Policing, Environment and Place	Julie Reid, Head of Policing and Crime	To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users.					EDI performance monitoring reviewed and aligned to Equality Impact Assessment Toolkit.	A new Equality Impact Assessment Tool for Policing and Crime funded providers has been created and published. The toolkit has been developed to help providers consider the actual or potential effects of activities, services and decisions on people and communities and analyse and make more considered decisions about changes to service delivery, policy, and practice. The toolkit has been showcased at a example of good practice with the Association of Police and Crime Commissioners (APCC). This will be included in APCC Race Disparity Toolkit, in the APCC Knowledge Hub and inform the updated Equality Framework.

S4	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach.	Liz Hunter, Director of Policing, Environment and Place	Jackie Marsh, Director of the Violence Reduction Unit	Monitor VRU Early Intervention programme attendee figures and reach.  VRU Decision making include EqIA's  VRU engagement is representative of the community.  The Community are involved in VRU decision making.				Delivery of the Violence Reduction Unit (VRU) response strategy 22/23 is on track with a number of delivery programmes continued and new projects up and running. Home office Q3 returns are being progressed for the Jan 23 deadline. VRU Community advisory group is scheduled to meet in February.  So far to date in this financial year 11,422 young people under 25 reached and 406 over 25's reached (not including Q3). 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.  This years Response Strategy continues to drive our work and the Delivery plan is on track. The team have just completed a new Needs assessment and Response strategy which will drive the work of financial year 23/24. Budget discussions are taking place for this given the reduced budget in 23/24 to £4.3m.  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.	All VRU decision papers are accompanied with an EQIA. Our engagement strategy is in place one of a number of community showcase events continue to take place, next one is 23 January. Our community engagement also continues through our Community engagement group.
T1	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Meet the Transforming Cities Fund Annual Expenditure target.	£129.5M expenditure.	Dave Haskins, Director of Transport Policy and Delivery	Mark Ramsden, Head of Transforming Cities Fund	Projects undertake Equality Impact Assessments  Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc  Users are engaged throughout design and delivery stages, and into operation of new facilities where required  Schemes are designed to best practice and design standard.				Q1-Q3 spend total is £25,375,035 22/23 financial year forecast: £43,142,915  Continue to push partners to provide accurate project forecasts TCF team collating more realistic forecasts, but reliant on accuracy of partner information  Inflation review has caused slippage to milestones and also movement of spend profiles in order to undertake the prioritisation exercise	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 2 schemes have EQIAs completed.  Team working with portfolio Management and Appraisal on EQIA mapping against Assurance Framework – guidance and expectations  All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place
T10	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Annual expenditure of transport infrastructure projects / programmes.	Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)	Dave Haskins, Director of Transport Policy and Delivery	Dave Haskins, Head of Transport Implementation	N.A. – objective is spend only				*West Yorkshire Plus Transport Fund: £29,664,313 *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 *these figures are up to date, but not all quarter claims have been received or processed as yet.  Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally  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.  Q3 Update: *West Yorkshire Plus Transport Fund: £46,041,528.67 *Leeds Public transport Investment Programme: £1,724,870 *Integrated Transport Block (CA Legacy projects): £2,941,000 *Active Travel: £3,121,425.19 *New Station Fund: £3,731,910.23 (no change from Q2 – White Rose scheme has fully spent)	N.A. – this objective is spend only
T11	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue delivery of transport infrastructure projects / programmes.	15 x Outline Business Cases approved  14 x Full Business Cases approved  5 x projects start on site  1 project complete on site	Dave Haskins, Director of Transport Policy and Delivery	Dave Haskins, Head of Transport Implementation	Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc				3 x Outline Business Case approved  2 x Full Business Cases approved  3 x projects started on site  8 x projects completed on site  Q3 update: 4 x Outline Business Case approved  2 x Full Business Cases approved  5 x projects started on site  9 x projects completed on site  RAG is still green as the bulk of approvals (7 OBCs and 11 FBCs) are expected in Q4.	All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.

T2	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue development and delivery of Transforming Cities Fund programme projects.	15 x Outline Business Case's approved 14 x Full Business Case's approved 5 x projects start on site 1 project complete on site	Dave Haskins, Director of Transport Policy and Delivery	Mark Ramsden, Head of Transforming Cities Fund	Projects undertake Equality Impact Assessments  Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc  Users are engaged throughout design and delivery stages, and into operation of new facilities where required  Schemes are designed to best practice and design standards				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 Inflation review/prioritisation exercise did incur some programme delay. A number of schemes on site, but forecast completions for 22/23 have slipped into 23/24 (White Rose and Halifax Bus Station) though substantial on site progress made  Total OBC's approved to date: 5 OBC approvals planned in Q4: 2  Total FBC's approved to date; 3 FBC's forecast in Q4: 2  Total Start on Sites: 5 Forecast completions: 0	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 2 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions.  All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place
T3	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Lead work on bus reform to drive up standards of bus travel.	Undertake a public engagement to refresh the understanding of the public view of bus travel (Q1).  Establish the Enhanced Partnership (Q1).  Agree the objectives and the compelling case for change for bus to ensure our bus network is inclusive and provides the connectivity the communities need (Q2).  Undertake the needs assessment for bus reform, develop options for delivery of zero emission buses to West Yorkshire (Q4).	Dave Haskins, Director of Transport Policy and Delivery	Helen Ellerton, Head of Transport Policy	The Bus Service Improvement Plan (BSIP) will look to enhance the bus service offer and provide connectivity to communities.  The indicators will be reported through the State of the Region report and Bus Service Improvement Plan annually.  To include: - Increased customer satisfaction with local bus services BSIP targets - 7.5 (2025) and 8 (2030) (score of 1-10)  - Improved housing accessibility by bus via the core bus network – BSIP targets - 55% (2025) and 65% (2030)  - Improved employment accessibility by bus via the core bus network – BSIP targets – 60% (2025) and 70% (2030)  - Improved satisfaction with personal security while on the bus – BSIP targets - 80% (2025) and 85% (2030)				The Big Bus Chart is currently underway and will conclude in September 2022, analysis will follow.  The Enhanced Partnership was established in April 2022.  The case for change was 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. The assessment is progressing but there have been challenges in obtaining some operator data in a timely manner, which has led to some erosion of the programme timescale contingency.	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	29 CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Further develop mass transit proposals for West Yorkshire.	Establish regular engagement with DFT on mass transit (ongoing)  Obtain approval for the Programme SOBC and start work on the corridor business cases (Q1)  Development of the commercial and delivery strategy, resource mobilisation (Q2)	Kevin Murray, Director of Mass Transit	Kevin Murray, Director of Mass Transit	An EDI strategy for Mass Transit will be published by the end of 2022.  A comprehensive network of accessibility engagement groups to be established over the next 12 months in order to provide a robust forum to receive further feedback on the Mass Transit Strategy, as well as to act as a longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development.  Work with the Combined Authority's Communications/Engagement and Research Intelligence teams to ensure that the planned route options engagement exercise for Mass Transit is fully accessible for all, and provides an opportunity for all communities along these routes to have their say.				Engagement with DFT progressing with nominated DFT Sponsor confirmed and dedicated Mass Transit team established. Regular monthly meetings with DFT ongoing including engagement in Transit Senior Leadership Board along with HM Treasury representation.  Programme SOBC confirmed by WYCA PAT and further development of discrete SOC/OBC workstreams progressing. SOC for Phase 1 corridors progressing, and development of region-wide OBC model development progressing including extensive suite of model data collection information.  Development of commercial strategies including PMO strategy progressing. IPA Routemap assessment progressing to inform development of strategies, processes and procedures. Enterprise/Client model and Target Operating Model phased development commencing.  Organisational design confirmed and resource recruitment progressing. Interim resources in place to manage during resourcing development and recruitment.	An EDI strategy for Mass Transit being published for summer 2023  As set out in the Mass Transit Vision endorsed by Mayor Brabin, our 'People First' principle and the wider 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.
T5	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Build a transport pipeline, promoting active & decarbonised travel.	Review the Connectivity Infrastructure Plan scheme lists(Q2)  Develop delivery plans from existing and new strategies for development, understand the gaps and develop a prioritisation process (Q3)	Dave Haskins, Director of Transport Policy and Delivery	Helen Ellerton, Head of Transport Policy	Linkage to E1 - that new transport projects support inclusive growth and our social wellbeing objectives and align with wider ambitions, through assessment against an agreed prioritisation framework.				The Connectivity Infrastructure Plan scheme lists are currently being reviewed and being considered in the context of writing a new Local Transport Plan for West Yorkshire  Delivery plan development is in progress for a number of emerging and existing strategies. This will be concluded as the new Local Transport Plan develops.  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 Summer/Autumn 2023 and then an implementation plan for the Local Transport Plan will be consulted on later in 2023. Still awaiting guidance from DFT as to exactly what is expected by March 2024. This is causing significant challenge to the programme.  One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Carill on the Local Transport Plan and pipeline development.	Equality, diversity and inclusion are part of the prioritisation framework for the pipeline development and will be central to the Local Transport Plan development.  External input will be sought for the Local Transport Plan which will include representation to champion EDI.

T6	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Bus Service Improvement Plan – year 1 delivery - Fares, ticketing and information - Network accessibility and safety	Progress toward the BSIP targets by 2025: - Bus patronage of 2019 levels plus 15% - 95% Punctuality - 99.5% reliability - 10% decrease in bus journey times - 55% of housing on core network *60% employment on core network	Dave Pearson, Director of Transport Operations and Passenger Experience	Michael Bunting, Head of Passenger Experience - Fares, ticketing and information  Edwin Swaris, Head of Mobility Services – Network, accessibility	Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.					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. KPI Targets will need to be reviewed please See Tran 7. bus journey reliability and punctuality, and improved bus speed has a District partner component in terms of road space allocation, parking restraint and costs, and enforcement.	Accessibility and connectivity is considered as part of future
T7	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Ensure efficient delivery of Combined Authority transport services.	Reduce cost per trip per passenger on tendered bus service through increased patronage*  Value for money on bus contract costs (£ per km)*  Reduce transaction cost for pass issuance, MCard sales, Travel enquiries, school transport  Maximum 10% overhead cost on the operation of tendered services, school transport and MCard sales.	Dave Pearson, Director of Transport Operations and Passenger Experience	Michael Bunting, Head of Passenger Experience - Fares, ticketing and information  Edwin Swaris, Head of Mobility Services – Network, accessibility	Develop a database of characteristics of service users by introducing additional questions on application.					Ongoing threat of commercial bus service withdrawals and tendered bus service withdrawals due to cost inflation and continued driver shortages. This has partly been mitigated by Government (DfT) extending BRG funding until March 2023.  Internal Leadership Board and Head of Transport Committee kept informed.  Due to increased financial challenges, reduced levels of customer demand (80 per cent pre pandemic levels), and market volatility it unlikely that the KPI's in their current form can be achieved.  Based on the Transport Levy being maintained at current levels in 23/24, there will need to be more radical changes to tendered bus service provision across the network. Patronage targets in Tran 6 need to be rebased. Service criteria must be reviewed and revised in 2023/24, this will require formal consultation.	Accessibility and connectivity is considered as part of future
T8	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Consistent delivery of customer service to transport users.	Volume stats on service use (as currently reported to Transport Committee)  Service delivery stats  Metroline call handling  Time taken to deliver passes  Digital service availability	Dave Pearson, Director of Transport Operations and Passenger Experience	Michael Bunting, Head of Passenger Experience	Develop a database of characteristics of service users by introducing additional questions on application.					Current state analysis of travel centres to assess time / motion / productivity and offer.  Data collection of 16 travel centre activities underway to assess value to customer and current costs .  New software being tested in Metroline from January 2023 and data collection will be developed to ensure utilisation matches defined service outcomes.  Customer Charter finalised and to be implemented by end of Q4 to underpin and drive standards and expectations.	The development of a database of characteristics of service
T9	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Delivery of Bus Enhanced Partnership.	The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership	Dave Pearson, Director of Transport Operations and Passenger Experience	Dave Pearson, Director of Transport and Property Services	Assessment of service provision by Indices of Multiple Deprivation demographic analysis.					Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted  First stage of BSIP expenditure approved by Transport Committee	
W1	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Phil Witherley, Head of Business, Innovation, Skills and Culture Policy	New plan includes how we will improve access to digital skills for those from deprived communities and from diverse backgrounds.  New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills					Pipeline development in progress – early consultation with Employment and Skills Committee (ESC) has taken place, with paper in next steps to go to October ESC meeting  Business case agreed, with delivery to commence from April 2023.  Digital Skills Framework fully endorsed and adopted with interventions for deliver currently in consultation and design  The Employment and Skills pipeline continues to be developed to plan for a range of funding scenarios	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	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Phil Witherley, Head of Business, Innovation, Skills and Culture Policy	Green jobs workstreams to include focus on individuals from deprived and diverse backgrounds being part of the taskforce.  Creation of green jobs will support the investment priority outcomes and will be reported through the state of the region report					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. Business Justification Cases are now being developed on different sources and final funding scenarios which will impact on timescales and final delivery resources.  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 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.	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
W3	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of businesses supported to engage with employment and skills programmes	266 (including 90 business volunteers in schools).	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Michelle Burton, Head of Employment and Skills	25% of businesses in most deprived on IMD					254 businesses supported to date against a target of 188.	24% of the businesses are from businesses in most deprived Indices of Multiple Deprivation to date against a target of 20%



W4	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of adults supported to upskill, retrain or access employment/self-employment	62300	Phil Witcherley, Director of Inclusive Economy, Skills and Culture	Michelle Burton, Head of Employment and Skills	<p>For AEB:</p> <ul style="list-style-type: none"> <li>- 43% Learners from ethnic minority groups (WY demographic 20%)</li> <li>- 23% Learners with learning difficulties and disabilities (match WY Demographic)</li> <li>- 67% Female learners</li> </ul> <p>For non-AEB:</p> <ul style="list-style-type: none"> <li>- Ethnic minority – 20%</li> <li>- People with disabilities – 23%</li> <li>- Women – 50%</li> </ul>					44,366 adults supported by the end of December against a target of 43,354.	<p>For AEB:</p> <ul style="list-style-type: none"> <li>- Ethnic Minority Groups - 50% against cumulative profile of 43%</li> <li>- Learners with disabilities - 17% against cumulative profile of 23%</li> <li>- Female Learners - 68% against cumulative profile of 67%</li> </ul> <p>For non-AEB</p> <ul style="list-style-type: none"> <li>- Ethnic Minority Groups - 50% against cumulative profile of 20%</li> <li>- Learners with disabilities - 16% against cumulative profile of 23%</li> <li>- Female Learners - 52% against a cumulative profile of 50%</li> </ul>
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**Report to:** Finance, Resources and Corporate Committee

**Date:** 13 March 2023

**Subject:** **Integrated Corporate Systems**

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

**Author:** Angela Taylor, Director, Finance and Commercial Services

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input 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 the Committee with an update on the Integrated Corporate Systems project.

## 2. Information

### Section Heading

- 2.1. The Integrated Corporate Systems (ICS) project is focusing on replacing ageing HR, Finance and Payroll systems with one intuitive system. Work has been progressing with the chosen supplier TechnologyOne developing and configuring the CiAnywhere product to the West Yorkshire Combined Authority requirements.
- 2.2. CiAnywhere (abbreviated to CiA) stands for Connected Intelligence Anywhere, the name is derived from the fact this is a cloud-based system. It provides a modern system empowered by workflows that provides effective and efficient processes and a high degree of self service for all employees. A benefit of CiAnywhere is that it is updated twice a year by TechnologyOne to continuously improve the functionality without interrupting business operations. Bi-annual updates to the system have often come from suggestions from CiAnywhere users which the TechnologyOne development team have created to enhance user experience.

- 2.3. The approach being taken is to use the product 'out of the box' as far as possible, and adapting current business practice to make full use of the efficiencies the system will provide. The integration will remove some of the current duplication of records between HR and payroll for example and the improved access to information for everybody will reduce the need for teams to produce bespoke reports on a range of HR and finance data.
- 2.4. The original timeline of project milestones has shifted due an initial delay because of TechnologyOne HR consultant availability and then as a result of issues discovered during the user acceptance testing phase of the project. As these issues have progressively been resolved the teams are now working towards signing off user acceptance following the parallel running of the payroll operation for the month of February. During this data migration is also taking place to ensure the correct data is set up correctly in the new system ahead of go live.
- 2.5. The first three stages of the project are now complete, with key milestones set out in the table below:

<b>Activity</b>	<b>Dates</b>
Configuration design workshops	01/01/22 – 12/05/22
Sign off configuration	12/05/22
Build and implementation	17/05/22 – 16/09/22
Acceptance testing and parallel runs	26/09/22 – 27/02/23
Staged deployment	27/02/23 – 31/03/23
Go live	April 2023
Handover and project closure	28/04/23 – 31/05/23

- 2.6. The project is confident of achieving the benefits agreed at project inception. These focussed around greater availability of resource information, both people and finances, with managers able to self service the information they need to carry out their roles and deliver their outcomes. An integrated system supports 'one version of the truth' and reduces inefficiencies or inconsistencies arising from moving data from one system to another.
- 2.7. The introduction of CiA is being considered in the context of the objectives of the wider organisational evolution work underway and will support clearer accountability and decision making. For example refresher training for budget holders in terms of their general role and responsibilities is taking place alongside the specifics of how they will be able to use the new system in support of this work.
- 2.8. An integrated system presents higher potential risks in relation to access rights and the project team has included team members from ICT and Internal Audit. The work has sought to ensure that access considerations have been fully considered, documented and agreed, both from a wider ICT infrastructure perspective and from an individual user viewpoint. The 'user personas' limiting access to different parts of the system have been tested as part of the user acceptance testing. An audit inspection regime is also being developed.

- 2.9 This is a significant project that will change ways of working across the organisation. Socitm Advisory joined the project management team for three months to support with the business change and training elements of the implementation. A CiAnywhere Network has been established within WYCA to support with communications and direct colleagues to useful information and communications posted to the WYCA intranet page. Change champions within the CiAnywhere change network have been supporting communications to teams and have helped with unique questions and suggestions coming from different departments. Training sessions have been held with teams both in person and online, with sessions recorded for later reference and a focussed support and training plan is being developed for the go live period.
- 2.10 It is anticipated that the final go live approval will be confirmed in early March. At this point the functionality will have been tested and confirmed as ready but it is anticipated that the use of the product will continually evolve. There has been significant effort put into the operational teams learning from the supplier so the skills will be available to make controlled changes post go live to ensure the system can continue to be used to maximum effect and adapt to organisational changes.

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

- 3.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

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

- 4.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

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

- 5.1. The HR module will enable more detailed information on protected characteristics to be defined and reported on. An

### **6. Financial Implications**

- 6.1. The project is on course to deliver within the approval given by the Combined Authority.

### **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 progress on the implementation of CiAnywhere.

**11. Background Documents**

There are no background documents referenced in this report.

**12. Appendices**

None.