

FINANCE, RESOURCES, AND CORPORATE COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON WEDNESDAY, 7 JUNE 2023
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS, LS1 2DE**

A G E N D A

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- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE LAST MEETING HELD ON 13 MARCH**
(Pages 1 - 2)
- 5. EQUITY, DIVERSITY, AND INCLUSION**
(Pages 3 - 48)
- 6. CORPORATE PERFORMANCE**
(Pages 49 - 64)

Signed:



**Chief Executive
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
FINANCE, RESOURCES, AND CORPORATE COMMITTEE
HELD ON MONDAY, 13 MARCH 2023 AT COMMITTEE ROOM 1,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mark Roberts (Deputy Chair)	Private Sector (LEP Board)
Councillor Shabir Pandor	Kirklees Council
Councillor James Lewis	Leeds City Council
Councillor Jane Scullion (Substitute)	Calderdale Council
Councillor Matthew Morley (Substitute)	Wakefield Council

In attendance:

Melanie Corcoran	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
James Nutter	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

23. Apologies for Absence

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

24. Declarations of Disclosable of Pecuniary Interests

There were no declarations of pecuniary interests at the meeting.

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

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

26. Minutes of the last meeting held on 10 November 2022

That the minutes of the last meeting be approved.

27. Financial Reporting

Members considered a report that provided an update on the 2022/23 financial performance for the period ending 31 January 2023.

Members noted the financial update on 2022/23 year and some movements within individual budget lines. The 2022/23 figures would be closed in April and May and the results for the year will be reported back to a future meeting of the committee.

Expenditure on bus tendered services remained in line with approved expenditure but members noted the volatility and potential risk for the 2023/24 budget.

Work is underway to understand the implications of the recent announcement of further bus recovery grant for both the current and next financial years. The Mayor had written to Government make the case for sustained bus funding rather than 3 month extension which hinder stability and financial planning.

Members noted the capital spend at quarter 3 and asked about the projected expenditure of the Brownfield Housing Fund. Some spend may roll across to the next financial year using the available freedoms and flexibilities.

Members noted the National Evaluation of Gainshare Funding and asked about the process for the review. Members noted that Government had appointed SQW as consultants and officers from the Combined Authority would be able to liaise with them regarding the gateway evaluation.

The Committee noted that as part of the evaluation there would be space to set out the context in which the Combined Authority was operating in, including challenges around Government's approach to funding.

Resolved: That the report be noted.

28. Corporate Planning and Performance

The Committee considered a report that set out the progress on 2022/23 quarter 3 Key Performance Indicators.

Resolved: That the report be noted.

29. Integrated Corporate Systems

Members considered a report that provided an update on the Integrated Corporate Systems project replacing life expired finance, HR and payroll systems with CIAnywhere.

Acceptance testing was underway and close to conclusion and the final go live approval had yet to be confirmed, but members noted that it was expected to be in April.

Resolved: That the progress on the implementation of CiAnywhere be noted.



Report to: Finance, Resources, and Corporate Committee

Date: 7 June 2023

Subject: Equity, Diversity, and Inclusion (EDI)

Director: Alan Reiss, Chief Operating Officer

Author: Jonathan Stephen, Equality, Diversity, and Inclusion Officer

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

1. Purpose of this Report

- 1.1. Provide Committee Members with an overview of the Combined Authority’s EDI Interventions and enablers to achieve the EDI vision for the organisation, and to note the publication of the Combined Authority EDI plan for 2022-25.

2. Information

Corporate EDI Programme & Organisational Transformation

Responsive Services & Customer Care - Public Sector Equality Duty (PSED) EDI Report 2022/2023

- 2.1. As a public sector organisation, the Combined Authority (CA) is required to publish an annual EDI report, fulfilling statutory duties set out by the Equality Act 2010, and Public Sector Equality Duty.
- 2.2. Setting Equality Objectives forms part of the legal responsibility, which are to be refreshed every four years. Organisations are required to publish the report by the end of March annually, and at least a year following the last publication.
- 2.3. The CA’s PSED, EDI Annual Report 2022-2023 (located at Appendix 2) sets out the progress made against our Equality Objectives 2022-2025 (appendix

1), within the reporting period 2022-2023, and includes information about the organisation's employee profile.

- 2.4. For clarity, the renewed set of Equality Objectives 2022-2025, form three of the five priorities set out in the [EDI Plan 2022-2025](#) (located at Appendix 3) to strengthen accountability, and monitoring and reporting on performance.

Leadership & Organisational Commitment - Corporate EDI Plan 2022-2025

- 2.5. Alongside the publication of the PSED EDI Report, a corporate EDI Plan 2022-2025 has been developed and published. The Plan is the organisation's first EDI Plan, building on the EDI Statement and sets direction for achieving the EDI Vision.
- 2.6. The EDI Plan reframes our EDI related interventions into one place, bringing together a range of activities for the duration of the Plan. This will help shape a central strategic approach to addressing inequalities in the future, and will support the delivery of the EDI vision, statement, priorities and agreed targets set out in the EDI plan.
- 2.7. The EDI Plan and associated targets have been developed and integrated into the organisation's business plans. The desired outcomes of the EDI Plan and mission, is to strive to:
- Integrate the breadth of EDI interdependencies across the organisation and shape a clear view of the current EDI commitments.
 - Strengthen recruitment and diversity and create a progressive & evolving culture.
 - Build on best practice from partners including local authorities.
 - Build skills, knowledge and understanding of services that will improve the evidence base for determining local EDI priorities.
 - Generate, preserve, and share the research and intelligence on EDI.
 - Strengthen capabilities within the organisation and the region.
 - Deliver new strategies for community engagement, access, and participation.
 - Evidence impact and progress against the underpinning framework - Equality Framework for Local Government and the segments: Leadership & Organisational Commitment, Diverse & Engaged Workforce, Understanding and working with our communities, Responsive Services & Customer Care.
- 2.8. An internal EDI Performance and Oversight Board will be responsible for delivering the EDI Plan, chaired by the Chief Operating Officer and the Leadership Team's EDI Champion, to drive the plan's interventions forward and maintain oversight.
- 2.9. This is critical to ensure that the EDI Plan is not delivered in isolation of related work streams e.g., recruitment and diversity, and will help to build collective capabilities and organisational transformation.

- 2.10. The significant developments to the EDI Plan, include the improved definitions to focus the tangible nature of EDI interventions as outlined in Appendix A of the EDI Plan, including the explicit focus of equity and intersectionality, alongside equality, diversity, and inclusion:
- 2.11. Additional improvements to the EDI Plan include:
- Introduction of a succinct section on historical efforts made by the organisation and why the Plan will be different.
 - Added Appendix C to the EDI Plan, which contains more detailed baseline from the Census 2021.
 - The terminology better accounts for inclusive growth as a measure for monitoring social and inclusion outcomes.
 - Positive action is explicitly detailed in the Plan to appropriately support recruitment and wider employee lifecycle interventions in nurturing the CA's diverse people.
 - The targets have been integrated into the related priorities to balance narrative and context, with action.
 - The baselines detailed in the targets section of the Plan, have been renewed following release of the staff survey 2022, Census 2021 ethnicity, disability, gender identity and sexual orientation. With sexual orientation and gender identity now reflecting specific targets.

Integration of the EDI Plan & Targets into Corporate Planning

- 2.12. Through the 2023/24 corporate business plan, each directorate will be asked to achieve the EDI targets expressed as a percentage points improvement using the latest available 2022/23 data as the baseline.
- 2.13. In terms of the baseline the new CiAnywhere system will be able to provide the Leadership team with a more up to date baseline by directorate.
- 2.14. An example of the EDI measures included in the corporate plan and associated business plans, are detailed in Appendix 4.
- 2.15. These EDI measures will be monitored through the corporate performance dashboard. Information be collected on a monthly/ quarterly basis from directorate management teams on the performance against the EDI targets.
- 2.16. This performance dashboard will be reported to SMT and ILB at the end of each month to discuss and address any areas that are underperforming and will be better supported by the renewed governance arrangements, the CA's EDI ecosystem.

The CA's EDI Ecosystem

- 2.17. To effectively deliver the EDI Plan, enabling empowerment whilst strengthening capabilities across the organisation, a governance review has been undertaken to renew the arrangements and positively harness the assets across the organisation, including Staff Networks.

2.18. The exercise commenced following the introduction of the new structures, as part of Organisational Evolution work, and the ongoing commitment to embed EDI. The review began formally in December 2022, and among the EDI ecosystem, the networks in scope, included:

- EDI Working Group
- Staff Networks (independent consultant delivered review and recommendations, which included an allocated budget for each of the staff networks).
- EDI communities of practise that have organically grown and matured across the organisation.

2.19. Following cross organisational input from the EDI Working Group, including Directorate EDI Group Chairs, Employee Engagement Panel and Staff Networks, as well as workshops with the Corporate Performance Team, the following section of the report presents the roles and responsibilities relating to the EDI Ecosystem, communications flows, and accountability. As highlighted in figure 1:

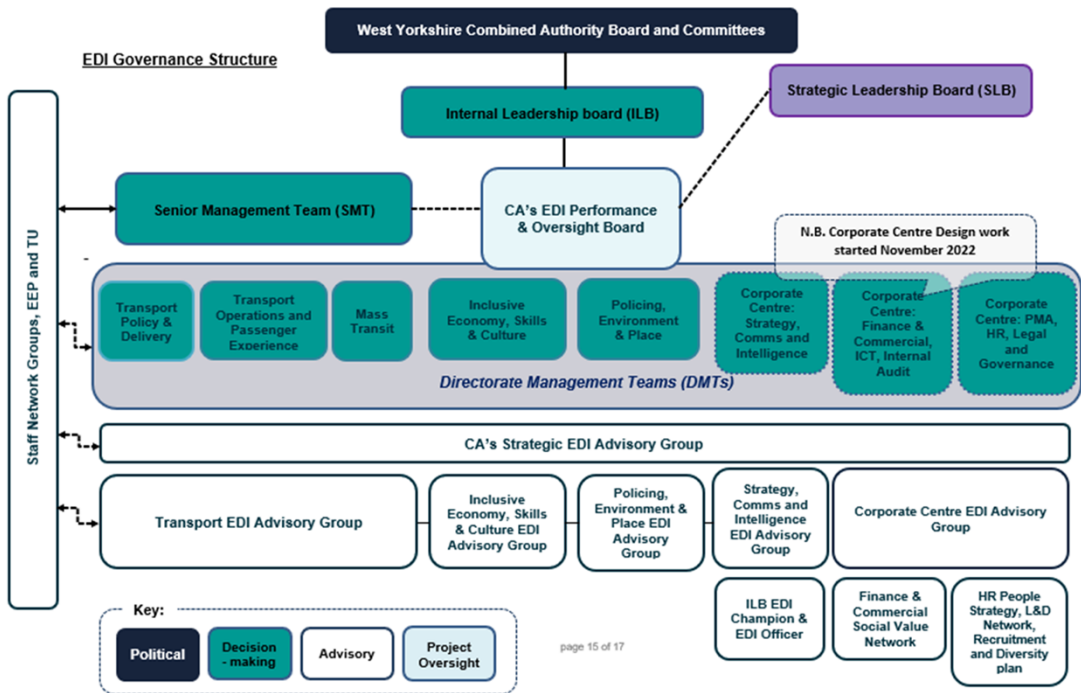


Figure 1: The CA's EDI Governance – EDI Ecosystem.

2.20. A summary of the role and responsibilities among the CA's EDI ecosystem briefly comprises (full detail located at Appendix 5):

The CA's EDI Performance and Oversight Board has oversight of the organisational EDI interventions and key enablers including the EDI Plan, as

well as the associated targets and effective compliance with the CA's legal responsibilities.

The CA's Strategic Advisory Group, which transforms the EDI Working Group, provides strategic oversight across the CA's EDI ecosystem, coordinating cross organisational activities and generating ideas in response to emerging needs.

The formal introduction of Directorate EDI Advisory Groups is to better coordinate interventions and support Directorate monitoring and progress. These groups will build on existing groups but bring a more formal approach to EDI at the directorate level. The role of these groups is to coordinate Directorate interventions and empower the Directorate to embed EDI and inclusive growth.

The CA's Staff Networks review highlighted the purpose and value of staff networks. In summary the role of Staff Networks is to provide a safe place and support for members, and to champion inclusion across the CA.

- 2.21. The arrangements have been agreed by the Senior Management Team in March, and at present, enabling the changes with the renewed approach to commence by June 2023.
- 2.22. In addition, introducing clarity among the CA's EDI ecosystem will be valuable for assessing the progress of EDI and inclusive growth in the context of broader organisational priorities, ambitions, and objectives, as well as developing work e.g., Inclusivity Champion appointment and the associated workplan to follow.

Review of Staff Networks & Improving Operations

- 2.23. An external review has also been undertaken of the CA's Staff Networks, which focused on providing a consistent (whilst recognising the respective nature of each network to then build upon) operating model.
- 2.24. The review has been accounted for as part of the CA's EDI ecosystem (detailed at 2.18) for effective management of recommendations.
- 2.25. The review has resulted in a consistent terms of reference for Staff Networks, that each are making their way through to adopt, alongside running procedural activities where relevant such as Chairs elections. To date, the CA's Staff Networks include:
 - Embrace
 - Gender Equality
 - Proud @ WYCA
 - WeCAN
 - Young Employee Network

- With supporting ally networks including Proud Allies and Young at Heart.
- 2.26. Each Staff Network now has a budget of £5000 each to support achieving their priorities, that are different from the responsibility of corporate EDI interventions (activities that are not included in the EDI Plan/requirements of a public sector organisation).
- 2.27. Staff Networks' activities are monitored quarterly through the Senior Management Team (with rolling SNG attendance at the meeting) and each are to provide an annual report that will better feed into the PSED EDI Annual Report from March 2024.

Transformation of People & Culture at Scale

- 2.28. As set out in the EDI Statement as well as linked to the targets embedded in business plans, that all CA employees will undertake formal EDI training, training has been procured through InDiverse, delivering a series of education and reflection sessions for each CA employee, funded through the learning and development budget.
- 2.29. The CA's EDI Training (education session/part 1) is available to view at Appendix 6.
- 2.30. Training began in November 2022, and will commence until the contract end date with InDiverse, being September 2023. Which will result in all current employees (excluding those on sabbatical/parental leave for example) completing EDI training and enabling greater confident, focus and improvements to employee EDI objective setting.
- 2.31. To date (as of the 15th of May) 131 CA employees have completed the EDI Training (both education and reflection sessions), with 358 employees completing the education session only with their follow up reflection session still to come.
- 2.32. Subsequently, 241 employees are booked to attend their education session and following reflection session, with ongoing monitoring of attendance to ensure all CA employees as of July 2023 have completed the first part of the training and booked to attend the reflection follow up.
- 2.33. Feedback from CA employees as of to date, reflects 94.5% agree that the programme content supported the learning objectives, with 92.6% agreeing that content provided them with a good introduction to inclusion and creating inclusive workplaces.
- 2.34. In addition, 78.3% said they feel more comfortable and equipped now to have conversations around EDI within their team / organisation. 78% agree that they can implement the tools and strategies that they have learnt in order to create an inclusive workplace.

- 2.35. EDI e-learning is also provided by the CA's learning provider, ihasco. Modules available through the training suite, include unconscious bias as well as unconscious bias for managers, introduction to EDI (focused on legislative enabler), gender identity and expression, disability awareness and inclusion, menopause awareness and autism awareness.
- 2.36. The EDI training provided by InDiverse is subject to a project evaluation with the aim of ensuring that we best understand from colleagues the impact of the training, and what we need to do to improve future training and delivery.
- 2.37. This is particularly important, as we will be agreeing an approach to the training for returning/new starters (from July 2023) with an organisational wide refresher training in place by April 2026. This will need monitored effectively through learning and development records.

Diverse & Engaged Workforce - Recruitment & Diversity Workplan

- 2.38. The recruitment and diversity workplan led by HR's Recruitment and Diversity Advisor is an enabler to the CA becoming more reflective of the West Yorkshire profile.
- 2.39. The workplans aims to improve the diverse composition of the organisation's workforce and support achieving the EDI Plan composition targets. Key activities have included:
- Increasing our presence on LinkedIn by sharing job vacancies to networks and promoting up to 3 adverts per week via the Combined Authority Social Media profiles. We also share video testimonials of staff on social media (where available) to promote roles.
 - Making our Careers site more user-friendly and more inclusive by replacing outdated images on the website with those of colleagues from across the organisation.
 - Making our Adverts easier to read and more engaging.
 - Attended a number of careers fairs across the West Yorkshire region.
 - Creating testimonials of colleagues across the organisation including 'Meet the Team' pages to share when roles in that team are advertised – done for at least 3 teams that have difficulties with recruiting and has had a positive impact.
 - Working with Vercida (a Diversity Platform) to showcase what we are doing as an organisation to be inclusive, as well as sharing stories of our amazing colleagues.
 - Working with Reed Talent Solutions on our Master Vendor solution contract to be supplied with temporary workers as well as support from Reed with hard to fill permanent roles.
 - Working with managers to support them with writing their adverts and to consider alternative methods to hire if recruiting has been difficult.
 - Delivering face to face Recruitment Briefing sessions to share best practice with inclusive recruitment and how positive action can be applied during the process.

- Updating the toolkit and other recruitment material that managers use, such as the advert template, making them more user friendly and up to date.
- We also delivered a 'Spotlight on Inclusive Recruitment' session in April 2023 to highlight to the organisation the positive steps towards ensuring we have an inclusive recruitment process and representative workforce.

2.40. The above measures have had the following impact:

- Increased representation across all age ranges of visitors to the Combined Authority webpages. This has then impacted on an increase of visitors to the Careers pages, and we saw a 358.36% increase from visitors in Feb 2022 compared to Feb 2023.
- We have increased our applications received by 42.7% in Jan-Feb 2023 compared to the same period in 2022. We also had fewer vacancies during Jan-Feb 2023.
- 48% of our new starters during January and February were under the age of 30.
- Of the new starters' ethnicity data that is available, the breakdown is as follows: 10.5% identified as Black African, 7% identified as White Other, 3.5% identified as Mixed White/Black, 3.5% identified as Asian/British Indian, 3.5% identified as Asian/British Other. A further 3.5% did not wish to share their ethnicity. New starters identifying as White British made up 68.5%
- 14% of new starters identified as LGBTQIA+ (a further 21% did not share their sexual orientation)
- 7% of new starters declared a disability (a further 3% did not share)

2.41. HR review the diversity of applicants every two weeks and share this data with the Internal Leadership Board.

2.42. The data indicates that interventions are beginning to attract a more diverse pool of applicants that better reflects the communities we serve. However, deeper analysis is required to understand the diverse experiences from interest in a role through to appointment. This is being picked up and will form part of the 2023/2024 recruitment and diversity workplan.

2.43. This will also contribute to understanding the employee lifecycle from the earliest point of contact with the organisation among prospective candidates.

Understanding & Working with Our Communities - Monitoring the CA's Employee Experience

- 2.44. To better understand the experience of the CA's employees, for the first time two EDI questions were embedded in the Staff Survey in 2021, as follows:
- *The CA respects individual differences, and;*
 - *The CA acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.*
- 2.45. This intervention intended to set a baseline of how the organisations approach to EDI is currently viewed by our colleagues, to be captured within the 'Culture and Identity' portion of the survey. These questions have been adapted from existing and well used EDI monitors in an NHS all-staff survey.
- 2.46. The completion of the two EDI questions is completely voluntary and only used to help identify whether there are differences in responses from the CA's diverse employee profile in general, with two indicators providing insight for assessing the EDI interventions and planning to respond to the findings.
- 2.47. In addition, for the first time the Staff Survey in 2021 included demographic questions known as About You, which supports the opportunity for colleagues to input against a number of characteristics.
- 2.48. The dual intervention enabled the CA to baseline the organisation, by introducing a set of About You questions, as well as begin to assess if there are differences in experiences among the CA's diverse employee profile
- 2.49. Given the nature of the intervention, nurturing trust in the survey is important and so supporting communications have detailed the Privacy Notice, as well as setting out how the data will be handled and controlled, and to ensure anonymity we have in place a number of controls:
- set a minimum number of responses required to generate data reports
 - limited the number of people in the organisation who have sight of the data
 - reporting on aggregate data only, in summary form – it will not be available to see by individual case response
 - minimal demographic questions
 - all questions remain optional
- 2.50. The findings from the 2022 Staff Survey responses and data analysis against the two EDI questions, indicate that:
- Overall, 90% of employees said they think that the CA respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc.), with 6.9% selecting 'no'. With:
 - Employees who identified as an ethnic minority, less likely to agree to this statement than staff who identified as White British.

- Employees with a disability were less likely to agree to this statement compared to those without a disability.
 - Over three quarters of staff agreed (selected 'yes, definitely or 'yes, to some extent') that the CA acts fairly with regard to career progression / promotion, with:
 - 1 in 4 (25.4%) employees who have disclosed as disabled disagreed with this statement.
 - Employees who identified as an ethnic minority were more likely to disagree with this statement than staff who identified as White British.
- 2.51. The results indicate that individual differences and the fact of diversity is generally understood, but with a need to focus attention on the 6.9% who do not share the view.
- 2.52. In addition, the results indicate a focus is required on acting fairly with regard to career progression/promotion.
- 2.53. There is a noticeable and important difference in experience identified among CA employees who identified as disabled and/or, ethnic minority.
- 2.54. The Senior Management Team in partnership with the Employee Engagement Panel are working through solutions, with the intention being that the EDI Performance and Oversight Board will be an enabler for improving the diverse employee experience and achieving inclusive outcomes.
- 2.55. There is work to be undertaken with identifying a system owner for coordinating EDI data analysis of the workforce to better track and monitor the employee experience and internal and external data relating to EDI.
- 2.56. [The About You questions](#) were shaped by the CA's EDI Working Group, led by the [Communities, Consultation and Engagement Team](#), which is an EDI intervention to baseline engagement profiles in our consultation exercises and inform targeted work with seldom heard communities.
- 2.57. The About You questions are also used through CA services including Business Support, for the same reasons but noting the difference in the audience and relationship with the CA.

May-September 2023 EDI Programme Activities

- 2.58. Working through Quarter 1 and planning for Quarter 2, key EDI activities include:
- Appointment of an EDI Project Manager to start by July 2023, working alongside the EDI Officer but focused on the delivery EDI interventions including the EDI Plan, and renewing the critical path and milestones to

effectively support the EDI Performance and Oversight Board prioritise actions and delivery.

- Ongoing adoption of the staff networks terms of reference, as well as the review's wider implications that will be worked through the EDI Performance and Oversight Board.
- Ongoing & by June 2023 enabling the changes to the CA's Corporate EDI ecosystem including the formal agreement of Directorate EDI Advisory Groups with respective management teams, the transformation of the EDI Working Group to the CA's EDI Strategic Advisory Group, and the formal introduction and agreement of the EDI Performance & Oversight Board.
- Responding to internal audit recommendations that are focused on the quality of EDI programme controls, which the ongoing work on EDI governance arrangements will help address as well as the appointment of the EDI Project Manager.
- Coordination of EDI interventions including internal progress but also focussing on the external coordination with the Mayor's Inclusivity Champion, Fatima Khan-Shah, as well as the Leeds City Region Enterprise Partnership Board's Diversity Champion, Asma Iqbal.
- Preparing for the CA's EDI Peer Challenge with the Local Government Association – the first MCA/CA to undertake an EDI focused peer challenge.
- Budget approved of £30,000 to procure equality impact assessment training, prioritising the Senior Management Team, Portfolio Management & Appraisal, colleagues with responsibility for the development of business cases and policies, and the Directorate EDI Advisory Groups. Deliver to commence by the end of Quarter 2 (September).
- Agree extension/alternative arrangements including budget for continuing the formal EDI training for new starters/returning colleagues between July- September 2023, and forward plan for an organisational wide refresher for April 2026. Indicating the importance of monitoring employee EDI learning and development records and alignment to respective EDI objectives.
- Renewed and focused EDI Comms Strategy introduced reflecting internal and external interventions, that coordinate activities between the likes of the About You EDI monitoring in Communities, Consultation and Engagement Team and much more, brought together through the ***Working Together for an Inclusive West Yorkshire*** umbrella.
- Work through the Equality Framework for Local Government Dashboard baseline and examine next steps to be included as part of

the prioritisation of work in partnership with the EDI project Manager (once appointed).

- EDI data analytics system owner for running different data sets (internal and external) and analysing subsequently to better measure and monitor the employee lifecycle and achieving the EDI targets aligned to the staff survey EDI questions (targets in the EDI Plan), as well as improving the diverse composition across the organisation, that will also link to reducing the gender and ethnicity pay gap (also targets).
- EDI programme controls improved with clearer view of corporate EDI enablers as well as EDI interventions emerging/in place across diverse programmes.

3. Tackling the Climate Emergency Implications

- 3.1. Though not directly implied, strengthening EDI interventions will better our collective understanding of the implications and overcoming tensions to achieve positive outcomes for people, place, region, and the environment.

4. Inclusive Growth Implications

- 4.1. Inclusive growth implications are linked to the nature of the report and highlighted further in the background section, with the intention that inclusive growth and EDI is more effectively managed through an integrated lens to achieve social and inclusion outcomes.

5. Equity, Diversity, and Inclusion Implications

- 5.1. The benefits and implications are directly linked to the nature of the report and extended upon in the information section of the report.
- 5.2. In order to achieve the organisation’s EDI vision and move to being excellent through the [Equality Framework for Local Government](#). As such, the nature of the report has positive implications as selected below:

Implications for Equality Framework for Local Government Themes	Relevance
Diverse & Engaged Workforce	✓
Leadership, Partnership & Organisational Commitment	✓
Responsive Services & Customer Care	✓
Understanding & Working with our Communities	✓

6. Financial Implications

- 6.1. There are direct implications for EDI compliance, any failure to comply with the EDI legal obligations could leave the organisation exposed to enforcement action from the Equality and Human Rights Commission, legal challenge to

decision making by way of Judicial Review or claims for monetary damages from individuals affected.

- 6.2. There is no separate budget/budget holder for EDI, and therefore, the priorities outlined in the plan are reliant on employee resource and delivering interventions across systems/policy/process and people, with objectives embedded in business plans. This magnifies the importance of cross organisational leadership in weighting the success of the EDI Plan and wider interventions, to enable the change outlined and management of progress, with clear oversight.
- 6.3. Whilst there are no direct financial implications, colleagues across the organisation are expected to commit to EDI progress across the CA which will require resource from all teams.
- 6.4. With that, there has been a focus made on Directorates embedding EDI Plan and its associated targets, including Equality Objectives, into 2023/2024 business plans, and so EDI measures and targets are included in each respectively, and monitored through the Corporate Performance Dashboard.
- 6.5. It has been recommended that EDI is allocated a ringfenced amount of money from Directorate budgets to deliver our objectives, including responding to needs identified through equality impact assessing.
- 6.6. Similarly, as raised in the SNG Review, SNGs have now been allocated a budget each, in support of their networks' priorities, beyond that of the corporate responsibilities.

7. Legal Implications

- 7.1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Combined Authority to prepare and publish one or more objectives linked to the Public Sector Equality Duty.
- 7.2. Any failure to comply with those obligations could leave the organisation exposed to enforcement action as outlined in 6.1 of the report.
- 7.3. For effective performance monitoring and risk management, it is recommended that EDI compliance is accounted for at Directorate level, as well as evidenced appropriately through the Corporate Risk Register.
- 7.4. Going forward, the exercise should be an opportunity to review the collaborative benchmark, and ensure compliance is business as usual.

8. Staffing Implications

- 8.1. There are indirect staffing implications directly arising from this report as indicated at 6.3 with colleagues across the organisation expected to commit to progressing EDI interventions including the delivery of the EDI Plan, which will require resource from all teams.

- 8.2. The Internal Leadership Board has since agreed recruitment of EDI focused project management resource, with the recruitment process underway. This role will focus on the management and delivery of the EDI Plan, whilst account for the renewed EDI governance arrangements, performance, and controls, alongside the EDI Officer.

9. External Consultees

- 9.1. External consultations have been undertaken, with Tokos Solutions delivering the SNG review, with outputs including a SNG operating model, with a consistent term of reference (to be extended upon by respective SNGs) and a set of recommendations to be implemented as part of the EDI Plan delivery.
- 9.2. In addition, future external consultees will include the LGA's EDI Peer Challenge Panel, as part of the CA's EDI Peer Challenge taking place in October 2023. With the West Yorkshire Combined Authority's being the first of its kind to undertake an EDI Peer Challenge.
- 9.3. The Challenge involves representatives from the Local Authorities, West Yorkshire Police, and West Yorkshire Integrated Care Board, as well as sessions with the CA's Directors, Staff Networks and EDI Directorate Advisory Group Chairs, and the Inclusivity Champion, Mayor and Deputy Mayor.
- 9.4. The Panel coordinated by the LGA based on the Peer Challenge scope, is to be finalised as well as additional meetings with responsible Officers.

10. Recommendations

- 10.1. That the FRCC Committee notes the CA's EDI interventions that enable the organisation to work toward achieving the EDI Vision and delivering the EDI Statement.

11. Background Documents

Background and supporting documents are detailed in the Appendices.

12. Appendices

Appendix 1: [Combined Authority Equality Objectives 2022-2025](#)

Appendix 2: [PSED - EDI Annual Report 22/23](#)

Appendix 3: EDI Plan 2022-2025

Appendix 4: Corporate Performance Monitoring of EDI Indicators (p.15)

Appendix 5: [CA's EDI Ecosystem](#)

Appendix 6: [CA EDI Education Session Slide deck](#)

Equity, Diversity, and Inclusion Plan

17
2022–2025

Working together for an inclusive West Yorkshire

It is the responsibility of everyone at the Combined Authority to work together to achieve our vision for an inclusive West Yorkshire. The renewed equity, diversity, and inclusion approach outlines a commitment to attracting, nurturing, and retaining a diverse and talented workforce. It challenges all employees to evidence proactively and through an intersectional lens about how interventions are supported and embedded both within the organisation and in our proactive work with local communities, to achieve quality social and inclusion outcomes.

Championing our region, working together, working intelligently, being positive about change, and easy to do business with, are our values. We must ensure that in everything we do, we role model equality, equity, and inclusion in our values; enabling diverse people to be their authentic selves, feel valued for their contributions and sense of belonging where we live and work.

This new Combined Authority Plan sets out the overarching approach to equity, diversity, and inclusion, with inclusion as the outcome, at the heart of what and how we do things across the organisation, recognising that Combined Authority has some way to go before it meets the vision to be recognised as a national leader.

Prior equity, diversity and inclusion interventions have been reactionary, taken without a clear strategy for change, effective governance and understanding of the inequalities, and without a shared collaborative ambition to address historical barriers. Key areas for improvement are the understanding the facts of the workforce composition and efforts to baseline interventions, including the employee profile, to work towards reflecting the communities we serve across West Yorkshire. As well as strengthening clarity as to the nature of our role and relationships with communities, which the organisation is working to address now that it has a directly elected Mayor, and new functions, including Policing and Crime. However, from this starting point, much has been achieved over the last two-three years.

Therefore, it is important to start by building a strong foundation with a focus on recovery, rebuilding, and strengthening the organisation to achieve longer term, sustainable social and inclusive outcomes. We need a concentrated focus on workforce equity, diversity, and inclusion outcomes, alongside embedding interventions and evaluating outcomes for the people and place we serve. The framework underpinning the approach which the Combined Authority is working to is the Equality Framework for Local Government which is the standard against which the Combined Authority will be audited and will judge itself. The **Equality Framework for Local Government** is a key tool for monitoring progress, escalating issues where interventions are not having the desired effect, and setting a timeline to be excellent by 2025, to empower action.

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Our equity, diversity, and inclusion vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to equity, diversity, and inclusion.

Our equity, diversity, and inclusion statement

The West Yorkshire Combined Authority celebrates the difference of all the people we serve, work with, and employ. The organisation will hold itself to the highest standards in relation to equity, diversity, and inclusion and we will evidence our commitment in the following ways:

- The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.
- All training for employees on equity, diversity, and inclusion will be mandatory.
- All staff will be set an annual objective about how they must promote equity, diversity, and inclusion in their work, and we will monitor compliance of line managers with this requirement.

- We will monitor and report the protected characteristics of our employees to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.
- We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps.

Compliance with this statement is non-negotiable and any employee found to have breached our policies will be dealt with under the Combined Authority's disciplinary policy.

The definitions of equality, equity, diversity, inclusion, and intersectionality are reflected in **Appendix A** and our legal responsibilities guided by the Equality Act 2010, and Public Sector Equality Duty, are outlined in **Appendix B**. To note, the Plan accounts for inclusive growth forming part of the equity, diversity and inclusion interventions, and contribution to achieving positive social and inclusion outcomes, guided by the Socio-Economic Duty. Last, detailed baseline data from the Census 2021 relevant to our equity, diversity and inclusion targets, is reflected in **Appendix C**.

Our core mission and desired outcomes

- Integrated the breadth of equity, diversity, and inclusion interdependencies across the organisation and its services, and shaped a clear baseline of current commitments and interventions to address gaps.
- Strengthened recruitment and diversity, including through positive action, and create a progressive and evolving culture with an improved sense of belonging.
- Built on best practice from partners including local authorities evidenced through the peer challenge in partnership with the Local Government Association.
- Built skills, knowledge and understanding of services the Combined Authority provides through equality impact assessments, that will improve the evidence base for determining local equity, diversity, and inclusion priorities.
- Generated, preserved, and shared research and intelligence relating to equity, diversity, and inclusion.
- Strengthened capabilities within the organisation and the region.
- Delivered new strategies for community engagement, access, and participation.
- Evidenced excellence impact against the Equality Framework for Local Government themes: Leadership and Organisational Commitment, Diverse and Engaged Workforce, Understanding and working with our communities, Responsive Services and Customer Care.



The five priorities of the equity, diversity, and inclusion plan



There are five priorities of the plan, which set out the work necessary to embed equity, diversity, and inclusion objectives, and lay the foundations to support long term and sustainable social and inclusion outcomes. Each theme has priority actions to be delivered over the course of the plan. These priority actions will help us to make progress against the ambitious targets we have set ourselves:

- 1 Embed equity, diversity, and inclusion**
- 2 Equity, diversity, and inclusion foundations**
- 3 Ensure our workforce reflects the diversity of West Yorkshire**
- 4 Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs**
- 5 Champion equity, diversity, and inclusion externally and develop an excellent regional and national reputation**

1 Embed equity, diversity, and inclusion

The Combined Authority's plan cannot be seen as a standalone function but more an important framework to mainstream equity, diversity, and inclusion and fully embed it in all work undertaken. This includes providing services to people, employing people and in shaping the place and region that we live and work. This will require organisation wide proactive commitment to incorporate equity, diversity, and inclusion, and will be actioned by:

- We will strengthen our equality impact assessment toolkit and mapping onto the assurance framework to improve the quality and inclusive nature of decisions. We will proactively embed equity measures at the heart of new projects, budget decision-making, service development and organisational change. Every proposal put forward for investment by the Combined Authority will have an equality impact assessment completed and will be required to show what action has been taken to shape the proposal as a result.
- We will conduct an organisation wide gap analysis that seeks to assess what we need to do to achieve excellent against the Local Government Equality Framework and subsequently, refresh the current and shape the future equity, diversity, and inclusion interventions to respond to identified gaps.

- We will embed equity, diversity, and inclusion in internal and external policy development processes via increased application of equality impact assessments and work with external partners to share knowledge and exchange guidance.
- Each Directorates and their respective services will demonstrate how they are going to be measure equity, diversity and inclusion within their own business plans and key performance indicators.

Intention

Embedding equity, diversity, and inclusion, will mean we are improving evidence-based decisions, and the quality of consultation and engagement to strengthen the inclusive nature of outputs and outcomes in our services, schemes, programmes and policies for our people, communities, place, and region. Our communities will feel valued, included, and better served by the Combined Authority.


Monitoring Impact

The redevelopment of our equality impact assessment toolkit is complete with an agreed action to establish an online tool to monitor evidence led diversity, equality, equity, and inclusive decision making, evaluation and publication. This will also monitor action taken to address where any negative impact has been identified and mitigated against effectively. Supporting targets as follows:

- By 2024, 100% of strategies, policies and plans have embedded equity, diversity, and inclusion:
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- All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met.
 - All policies, strategies and plans developed by the Combined Authority will have a completed equality impact assessment which pro-actively examines and evaluates all of the protected characteristics.
 - By 2024, 100% of scheme equality impact assessments are quality checked when they come through the Combined Authority Assurance Framework by 2028.

2 Equity, diversity, and inclusion foundations

The Combined Authority must ensure that we have the foundations in place to improve how we work together, the cohesion among the equity, diversity, and inclusion ecosystem, our governance, and the effective oversight of performance to monitor progress and impact. This is critical to ensure positive outcomes for employees, and in the services we provide for people in and around West Yorkshire:

- We will ensure we are meeting and set a direction to go beyond our legal responsibilities through the Equality Act 2010 and  Public Sector Equality Duty.
- We will establish a governance structure with associated terms of reference among the equity, diversity, and inclusion ecosystem, with the ultimate responsibility and accountability resting with the Combined Authority Leadership Team.
- We will deliver an annual report of progress against the Corporate Equality Objectives (2022–2025).
- We will create an equity, diversity, and inclusion dashboard that reflects corporate progress as well as progress made against the Local Government Equality Framework.

- We will integrate and evolve the Combined Authority’s current equity, diversity, and inclusion policies and review the detail to ensure effective compliance, as well as reflect the Combined Authority’s diversity, equality, equity and inclusion vision, statement, and framework.
- We will be proactive in shaping future strategies in one place to address the inequalities identified through evidence.

Intention

Establishing strong foundations ensures that we are meeting our legal responsibilities and importantly, setting the direction for how we can go beyond compliance in working together for an inclusive West Yorkshire. We can strengthen confidence in our processes including the Assurance Framework, which means we can improve how we make decisions and monitor equity measures to achieve social and inclusion outcomes.

Monitoring Impact

Corporate performance of equity, diversity, and inclusion will be monitored through the creation of a dashboard that reflects the targets set out to achieve the Equality Objectives, and additional measures built into business planning. This dashboard will produce the annual report of the Public Sector Equality Duty, whilst providing opportunity for routine collaborative benchmarking and oversight of interventions, both those that are successful and those that have not had the intended impact and will adapt the intervention. In addition, this information will be supported by the Equality Framework for Local Government Dashboard that records progress made against the framework, towards excellence. In which, the following targets will be monitored:

- By 2028, the mean gender pay gap and the mean ethnicity pay gap is zero.
- By 2025, the mean gender pay gap reduced by minimum of 1 percentage point.
- By 2025, the mean ethnicity pay gap reduced by minimum of 4 percentage points.
- The Public Sector Equality Duty, annual report published setting out progress made against the Equality Objectives and impact.
- Progress continues towards achieving the internal audit recommendations.
- From October 2023, review the diversity, equality, equity and inclusion peer challenge report and recommendations, developed through Local Government Association peer challenge team.

3 Ensure our workforce reflects the diversity of West Yorkshire

This priority action outlines our commitment to attracting, nurturing, and retaining a diverse and talented workforce. It challenges all employees to think proactively and through an intersectional lens about how equity, diversity, and inclusion interventions are evidenced and embedded within the organisation because that will also enable proactive work with local communities. This will be actioned by:

- Taking positive action to increase the diversity of our workforce.

↳ Supporting the growth and maturity of staff networks, and empowering intersectional experiences.

- Report against the equality objective to ensure our workforce reflects the diversity of West Yorkshire.
- Review and strengthen the understanding of the diverse employee lifecycle, through employee data analysis of workforce profile and staff survey.
- Accreditation(s) process developed and scoped effectively for interactions to better demonstrate impact among the communities intended.
- Progress actions outlined in the gender and ethnicity pay gap action plans and integrate them with this plan and its supporting delivery actions.

- Equity, diversity, and inclusion training programme secured and rolled out, and compulsory for all employees.
- Continue to strengthen briefings and guidance including platforms for information through the equity, diversity, and inclusion Hub and Knowledge Centre.
- Pilot listening circles in collaboration with staff networks and measure impact.
- Support the development of the ally network and measure impact on employee performance.
- Embedding equity, diversity, and inclusion into our values and behaviours.
- Set equity, diversity, and inclusion objectives for all employees through performance reviews.
- Empower equity, diversity, and inclusion Directorate spaces to coordinate interventions and formalise the eco system and governance arrangements.
- Reflect and engage our diverse societies throughout our internal and external communication plan.

Intention

The Combined Authority demonstrates leadership with the renewed approach, including employee co-production in shaping solutions together. Across the region our vision, commitment, people, and partnerships we work with and serve, recognise the Combined Authority as an evidential inclusive employer, and employer of choice.

Monitoring Impact

- Establishing a strategic approach to accreditations which reflects evidence led measures aligned to the maturity of the Combined Authority and demonstrates most value for the communities intended.
- Equity, diversity, and inclusion training deployed. Target set for 100% of colleagues to complete the training.
- Workforce data audit and analysis against the annual staff survey to analyse the employee experience identifying and overcoming barriers.

- Gender and ethnicity pay gap reporting and analysis to overcome discrepancies and embed actions to address into business plans, monitored through the corporate performance dashboard.
- Disability Confident action plan monitored through the corporate performance dashboard.
- Embedding equity, diversity and inclusion in the induction process, and monitoring effects on employee performance through related training and performance reviews.
- Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation.

By 2030:

- At least 20% of colleagues will be people with disabilities (in line with working age population).
- At least 23% of colleagues will be people belonging to minority ethnic communities (in line with whole population).
- At least 23% of senior colleagues (grades M to CX) will be people belonging to minority ethnic communities (in line with whole population).
- At least 2% of colleagues will be people of minority gender identity/expression and sex characteristics.
- At least 5% of colleagues will be people of minority sexual orientation.

By 2023, 100% of employees complete their employee profile monitoring information on new Integrated Corporate System (including prefer not to say) – excluding people on maternity (parental) leave and long-term sickness. This will improve the accuracy of the employee profile baseline.

By 2025, 100% of employees who respond to the staff survey will have an inclusive employment experience, monitored by:

- 100% of respondents to the staff survey will agree the Combined Authority respects individual differences.
- 100% of respondents to the staff survey will agree that the Combined Authority acts fairly with regard to progression.

By 2023, 100% of recruitment processes will be inclusive, monitored by:

- 100% of interviews include an equity, diversity, and inclusion question in the set of interview questions.
- 100% of applications are anonymised before sifting.

100% of role profiles include equity, diversity, and inclusion requirements, monitored by:

- By 2023, all new role profiles include equity, diversity, and inclusion requirements.
- By 2025, all role profiles include equity, diversity, and inclusion requirements.

By 2023, iHasco unconscious bias training complete by 100% of managers.

By 2023, 100% of employees complete iHasco mandatory equity, diversity, and inclusion, and unconscious bias training.

By 2023, over 75% of employees complete the optional equity, diversity, and inclusion iHasco units.

By 2024, 100% of Senior Management Team complete equality impact assessment training (training to be procured in 2023).

By 2025, at least 75% of the entire workforce complete the equality impact assessment training.

By 2025, 100% of managers attend Combined Authority focused diverse recruitment workshops.

4 Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs

This priority action seeks to strengthen our transparency and rhythm of related equity, diversity, and inclusion communications and engagement, and bring to life [working together for an inclusive West Yorkshire](#), to ensure that our tone of voice and visual imagery reflects our broader approach and responsibilities, whilst regularly refreshing our progress:

- Publish equality impact assessments internally and externally through our Your Voice Platform as part of key decision-making process and advance the equality impact assessment form and central repository of assessments.
- Equity, diversity, and inclusion are proactively evidenced in the development and evaluation of policies, programmes, projects, and services.
- Equity, diversity, and inclusion embedded as part of the series of all-staff events, whether in person and/or online.
- Report against the equality objective to consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs, through the annual report.
- Research procurement needs and budget effectively for providing accessible materials so all can have a great interaction with us.
- Produce and deliver an inclusive engagement plan that sets out how we will work with and hear from a wider range of people and communities including the organisation's staff networks and seldom heard people and communities across the region.
- Working with and learning from staff networks, through a case study series to magnify experiences of staff networks' members, to promote the importance and value of the networks as well as qualitatively generate insight to inform and shape interventions to address gaps in the workforce staff survey, and monitoring information. Ultimately, to deepen the monitoring of the workforce targets, to assess why diverse people would want to work for the Combined Authority.
- Working with and learning from our front-line delivery employees, through the front and centre case study series to spotlight experiences of front-line employees and raise attention to how we work together and embed interventions through to delivery.
- Implement Accessibility Charter audit recommendations and wider material created internally with external functions.
- A review of where, how, and what equity, diversity, and inclusion material is presented across internal and external systems to establish a central platform for equality, diversity, and inclusion communications.

- Regular communication of equity, diversity, and inclusion progress published internally and externally, including the annual report against the equality objectives.
- Evolve our existing house style and tone of voice guidelines that directs our approach and how we work together internally and externally.
- Refresh and increase access to the organisation’s image and asset library for clear and consistent communications that meet our equity, diversity, and inclusion ambitions.

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Intention

The Combined Authority is recognised for communicating equity, diversity, and inclusion progress including what we have achieved, and still to progress. As well as celebrating our people, and demonstrating how equity, diversity, and inclusion has been practically embedded across the Combined Authority. We will ensure that all employees, people we serve through services we provide, and partners can access and equitably participate with the material created and shared.

Monitoring Impact

- Successfully meet the requirements of the Accessibility Charter, reported through the annual Equality Objectives report.

- Empower generating, disseminating, and sharing of data across the Combined Authority and with partners including with Local Authorities, and Open Innovations to inform equity, diversity, and inclusion interventions.
- Continue to develop and measure engagement with the equity, diversity, and inclusion Hub, whereby employees can access a suite of unlearning/relearning and learning opportunities to support development for people and culture and the wider Combined Authority’s tone of voice, monitored through employees’ equity, diversity, and inclusion objective.
- Review the audience baseline to build understanding as to the extent that we are recognised as a diverse, equal, equitable, and inclusive organisation as an employer, commissioner, and civic organisation.
- Establish the About You consultation and engagement baseline and address gaps in responses including the composition of seldom heard communities, evidenced through consultation and engagement exercises.
- Establish and report metrics through the inclusive engagement plan.

5 Champion equity, diversity, and inclusion externally and develop an excellent regional and national reputation

This priority action seeks to promote our equity, diversity, and inclusion interventions in the region and strengthen capabilities in each other, within the organisation and with partners.

We demonstrate a continuous commitment to equity, diversity, and inclusion in our commissioning functions. We will work together for an inclusive West Yorkshire to address regional inequalities, whilst influencing national developments:

- The leadership will role model our influence in diverse decision-making forums and will leverage relationships to consciously address inequalities experienced by people, communities, and businesses at the forefront of decisions, whilst celebrating the breadth of equity, diversity, and inclusion in the region.
- Equity, diversity, and inclusion embedded in commissioning and procurement of services.
- We will work with partners across the region in a coordinated way to exchange learning and improve collective knowledge, identifying gaps in collaborating and avoiding duplication of regional interventions.

- We will contribute to existing networks in the region demonstrated through the creation and development of the West Yorkshire equity, diversity, and inclusion public sector network.
- We will support related campaigns with shared objectives to deepen social and inclusion outcomes.
- We will establish and/or feed into a regional equity, diversity, and inclusion conference and embed in key committees in the region, including Leeds Enterprise Partnership, and the Combined Authority.
- We will work with the Inclusivity Champion to respond to the intelligence and priority actions they identify.

Intention

Grow the Combined Authority's profile by working together in a coordinated way and provide inclusive leadership in our work across the region and wider, whilst effectively horizon scanning regional and national developments to better equip how we evolve and deepen equity, diversity, and inclusion interventions, and demonstrate impact of social and inclusion outcomes.

Monitoring Impact

- Partnership plans that demonstrate shared objectives and are supported by co-produced success measures.
- Work plan developed toward creating/feeding into a West Yorkshire equity, diversity, and inclusion conference.
- Inclusivity Champion workplan objectives and targets.
- Equality Framework for Local Government Dashboard for monitoring the breadth of activities aligned to the priorities.

Targets, monitoring, and impact

The full impact and benefits of equity, diversity, and inclusion interventions may take time to be felt, though we are committed to evolving what we do and how we do it, to be the change we want to feel at the Combined Authority. By prioritising the areas set out, we intend to establish strong foundations whereby processes are strengthened, compliance is proactive and effective, there is flexibility to pilot innovative projects, whilst continuing to deepen equity, diversity, and inclusion in our day-to-day work, including with and for, our employees, in the services we provide, and how we commission and deliver programmes and schemes.

In contributing to our vision, as well as understanding the success of the Combined Authority's equity, diversity, and inclusion plan, the actions that sit behind this plan include associated targets. The fundamental purpose of setting and monitoring the targets is to have a way of evaluating whether all are treated fairly in the workplace and wider. It is a way of observing differences of experience between people and communities, identifying trends over periods of time, investigating the reasons for these differences, and, crucially, putting suitable plans into action to address any imbalances we find.

Ongoing, effective monitoring of the organisation, employees and wider, means we can see what has worked well in our interventions, and what hasn't, to then be improved upon. The targets set out below are a minimum set for the organisation and are in the main, internal facing. However, teams and departments set additional equity, diversity, and inclusion targets as part of the business planning and key performance indicator process. To note, further interim targets will also be required and considered from 2025 onwards and more detailed baseline data from the Census 2021, reflected in [Appendix C](#).



Workforce targets

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
36 Priority 3	<p>Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. Within this:</p> <ul style="list-style-type: none"> At least 20% of colleagues will be people with disabilities (in line with working age population). At least 23% of colleagues will be people belonging to minority ethnic communities (in line with whole population). At least 23% of senior colleagues (grades M to CX) will be people belonging to minority ethnic communities (in line with whole population). At least 2% of colleagues will be people of minority gender identity/expression and sex characteristics. At least 5% of colleagues will be people of minority sexual orientation. 	2030 (interim targets to be agreed and will be aligned to the formation of the EDI strategy from 2045/25).	ILB/SMT	<p>Regular management reports provided through ICS system.</p> <p>Gender pays gap report.</p> <p>Ethnicity pay gap report.</p> <p>We will apply an intersectional lens to collecting and reporting data to support understanding our progress.</p>	<p>CA workforce data: 6.4% declared as disabled. 10.3% black, Asian and minority ethnic. 57.1% female and 42.9% male (with limitations on workforce data for gender identity).</p> <p>The CA's current workforce data on sexual orientation is limited, and will be strengthened including gender identity, which will also improve the accuracy of management information.</p> <p>Census 2021 data: 17.6% of the West Yorkshire population are disabled under the Equality Act 2010.</p> <p>23% of the population of West Yorkshire identifies as being from an ethnic minority (all categories excluding white).</p> <p>0.61% of the West Yorkshire population stated they have a gender identity different from the sex they were registered at birth, which compares to 0.55% in England.</p> <p>3.2% the West Yorkshire population identified as LGB+ (lesbian, gay, bisexual, and other minority sexual orientations).</p>
Priority 3	<p>100% of employees complete their employee monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness.</p>	2023 (June)	SMT/DMTs	<p>Regular management reports provided through ICS system.</p>	<p>May 2022 Carval data completion rates: Ethnic origin – 95.5% Sexual orientation – 70.7% Religious belief – 67.8% Disability – 100%</p> <p>From Carval, ethnicity reflects 4% unknown and 0.6% prefer not to say, religion/belief 25.8% unknown and 6.5% prefer not to say, sexual orientation reflects 23.9% unknown, and 5.6% prefer not to say (2022 data).</p>

Pay gap monitoring

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
2	<p>The mean gender pay gap is zero.</p> <p>Mean gender pay gap reduced by minimum of 1 percentage point.</p>	<p>2028</p> <p>2025</p>	SMT	<p>Regular management reports provided through ICS system.</p> <p>Gender pay gap report.</p>	Mean gender pay gap 3.63% in 2022.
2	<p>The mean ethnicity pay gap is zero.</p> <p>Mean ethnicity pay gap reduced by minimum of 4 percentage points.</p>	<p>2028</p> <p>2025</p>	SMT	<p>Regular management reports provided through ICS system.</p> <p>Ethnicity pay gap report.</p>	Mean ethnicity pay gap 11.8% in 2022.

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KPIs and management targets

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	<p>100% of employees who respond to the staff survey will have an inclusive employment experience:</p> <ul style="list-style-type: none"> 100% of respondents to the staff survey will think the CA respects individual differences. 100% of respondents to the staff survey will agree that the CA acts fairly with regard to progression. 	<p>2025</p> <p>2025</p>	ILB	<p>Staff survey question I think the CA respects individual differences (e.g., culture, working styles, backgrounds, ideas etc.)</p> <p>Staff survey question I think the CA acts fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability, or age.</p>	<p>87% of respondents (2021) said yes definitely, or to some extent with 90.50% in 2022. 8% (2021) 6.9% (2022) disagree which includes ethnic minority and disabled employees (2022 analysis).</p> <p>69% of respondents (2021) said yes definitely, or to some extent with 76% in 2022. 17% (2021) 13.3% (2022) disagree, which includes ethnic minority and disabled employees (2022 analysis).</p>
3	<p>100% of recruitment processes will be inclusive:</p> <ul style="list-style-type: none"> 100% of interviews include an EDI question in the set of interview questions. 100% of applications are anonymised before sifting 	<p>2023</p> <p>2023</p>	DMTs/ recruiting managers/ HR	Business plans/KPIs	Not currently measured

KPIs and management targets continued

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	<p>100% of role profiles include EDI requirements:</p> <ul style="list-style-type: none"> All new Role Profiles include EDI requirements. All Role Profiles include EDI requirements. 	<p>2023</p> <p>2025</p>	DMTs	<p>Business plans/KPIs</p> <p>Job evaluation panels</p>	Not currently measured
39 1	<p>100% of Strategies, Policies and Plans have EDI embedded:</p> <ul style="list-style-type: none"> All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met. All policies, strategies and plans developed by the CA will have a completed EqlA which pro-actively examines and evaluates all of the protected characteristics. 	<p>2024</p> <p>2024</p>	DMTs/ Corporate performance	<p>Business plans</p> <p>Budgets</p> <p>KPIs</p> <p>Policy Review Group</p> <p>Internal audit plans</p> <p>EqlAs will be quality checked through the Policy Review Group.</p>	Not currently measured
1	100% of scheme EqlAs are quality checked where they come through the CA Assurance Framework	2028	DMTs/PAT	<p>Business plans and KPIs</p> <p>PIMS</p> <p>Funding agreements</p>	Not currently measured

Learning and development

Plan priority	Target	Timeline (Year to March)	Responsibility	Monitoring	Baseline
3	iHasco unconscious bias training completed by 100%* managers.	2023	SMT/DMTs	iHasco management reports	TBC
3	100%* employees complete iHasco mandatory EDI and unconscious bias training.	2023	SMT/Managers	iHasco management reports	TBC
3	Over 75%* of employees complete the optional EDI iHasco units.	2023	SMT/Managers	iHasco management reports	TBC
40 3	100% of SMT complete EqIA training (training to be procured in 2023).	2024	SMT/DMTs	iHasco management reports KPIs	TBC
3	At least 75% of the entire workforce completing EqIA training (training to be procured in 2023).	2025	SMT/DMTs	iHasco management reports KPIs	TBC
3	100% managers attend CA focused diverse recruitment workshops.	2025	SMT/DMTs	KPIs	None

* Where employees are currently in work, this excludes employees currently on long term sickness or maternity leave.

Appendix A: Key definitions

Diversity

Diversity is a fact, among the workforce and regional composition and is valuing the full range of differences between people in the workplace and wider society, achieved through responding to present and historical inequalities. Opportunities can be impacted / influenced by a range of factors beyond the protected characteristics included within the equality legislation, including social, economic, and educational background, professional background, hierarchical level, and working styles. It involves an understanding of the perceptions and experiences of others. Diversity is also a description of the way an organisation looks and how well it serves its people, place, and unique populations. This is the result of harnessing and valuing difference. The legislation is an important element, but the scope of diversity is far richer than the legal basis.

Equality

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential. Equality focussed within a legislative framework, the Equality Act 2010. The Act is designed to address unfair discrimination, harassment and victimisation, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not. There are nine protected characteristics covered by the Equality Act: age, disability, gender reassignment (transgender), marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex (gender), and sexual orientation.

Everyone is treated equally and equitably under policies, practices and have the same rights as everyone else. Everyone is provided with equitable access to opportunities, and there is parity between the outcomes everyone can achieve from those opportunities.

Equity

This is the measurable recognition and understanding of individuals experiences in order to address structural barriers and achieve equal outcomes for all, specific action needs to be taken to level this out. Including employees, leaders, partners, and local communities.

Intersectionality

The interconnected nature and analysis of diverse dimensions of identity, difference, inequalities, and inequity, such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination and/or disadvantage. Intersectional analysis is applied to understand how diverse intersections of people, generate different experiences, which informs the breadth of interventions and future planning.

Inclusion

Inclusion is achieved through action, and is an outcome of addressing inequalities, and inequity. Inclusion is about including and nurturing all people across environments and upholding trust in representation and accountability. It is:

- About the culture, environment, and processes operated by the organisation.
- Measured by how people feel.
- Requires proactive effort to be achieved.

Appendix B: Legal responsibilities

When public authorities carry out their functions, the Equality Act says they must have due regard or think about the need to do the following things:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster or encourage good relations between people who share a protected characteristic and those who do not.

Having due regard means public authorities must consciously consider or think about the need to do the three things set out in the public sector equality duty. It is the courts who decide if a public authority has done enough to comply with the duty. The Equality Act says public authorities should think about the need to:

- Remove or reduce disadvantages suffered by people because of a protected characteristic.
- Meet the needs of people with protected characteristics.
- Encourage people with protected characteristics to participate in public life and other activities.

The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

Public authorities are required to monitor and publish all the protected characteristics of their employees. It is a mandatory requirement for all larger public sector employers, with 250 or more employees, in England to publish statutory calculations every year showing how large the pay gap is between their male and female employees.


Specific duties

Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty. Public authorities must do the following:

- Publish equality information at least once a year to show how they have complied with the equality duty.
- Prepare and publish equality objectives at least every four years.
- The annual report will provide this information.

Appendix C: Targets and Census 2021 baseline detail

Disability

- 414k people in West Yorkshire are disabled under the Equality Act 2010 (17.6% of the population).
- In England as a whole, 9.77 million people are disabled (17.3% of the population).
- Using Age Standardised Proportions (ASP's) reveals:
 -  With the exception of Leeds, all districts in West Yorkshire have a higher proportion of the population (age standardised) who are disabled under the equality act than in England as a whole.
 - Overall, in England, Blackpool, Liverpool, Knowsley, Sunderland and Hartlepool have the highest proportion of people with a disability.
- 321k households (33%) in West Yorkshire included at least one disabled person (up from 310k (33.6%) in 2011), and locally, this figure is higher in Wakefield.

Ethnicity

- 23% of the population of West Yorkshire identifies as being from an ethnic minority (all categories excluding white).
- 39% of Bradford's residents identify as an ethnic minority which (up from 33% in 2011).
- 232k out of 550k (42%) people who identify as ethnic minority live in the 10% most deprived neighbourhoods in West Yorkshire. This rises to 61% if you consider the 20% most deprived neighbourhoods.
- 44% of people in the 10% most deprived neighbourhoods in West Yorkshire identify as an ethnic minority.
- 1 in 6 (16%) of those residents who identify as Pakistani ethnicity in England, live in West Yorkshire, with 9% living in Bradford.

Gender identity

- 0.61% of the population stated they have a gender identity different from the sex they were registered at birth, which compares to 0.55% in England.
- 4,754 Leeds residents stated they have a gender identity different from the sex they were registered at birth (0.72%).
- For West Yorkshire residents aged 16 and over:
 - 1,976 identified as a Trans woman.
 - 1,986 identified as a Trans Man.
 - 1,224 identified as non-binary.
- 735 identified as having another gender identity.

Sexual orientation

- 89.3% of West Yorkshire residents aged 16 and over identified as being Straight or Heterosexual, similar to the England average (89.4%).
- 3.2% the West Yorkshire population identified as LGB+ (lesbian, gay, bisexual, and other minority sexual orientations), with just under half (46%, 27,962 people) living in Leeds (4.2% of Leeds population).
- For West Yorkshire residents aged 16 and over:
 - 1.5% of the population identified as Gay or Lesbian
 - 1.36% of the population identified as Bisexual, slightly higher than the England average (1.29%).
 - 0.24% of the population identified as Pansexual.
 - 0.05% of the identified as Asexual.
- 1 in 13 people (7.5%) in England didn't provide a response to this question, and locally that figure was higher in Bradford (8.8%).
- Overall, 4.1% of England's residents who identify as being LGB+ live in West Yorkshire.

Accessibility testing is constantly being further developed to improve the accessible and inclusive nature of our documents.

Find out more
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Appendix 4: Corporate Performance Monitoring of EDI indicators

Category	Target
Workforce target	100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.
Pay Gap Monitoring	Mean gender pay gap reduced by minimum of 0.5 percentage point
Pay Gap Monitoring	The mean ethnicity pay gap reduced by minimum of 2 percentage points
Management Targets	100% of recruitment processes will be inclusive
Management Targets	100% of all new Role Profiles include EDI requirements
Management Targets	100% of Strategies, Policies and Plans have EDI embedded.
Learning and Development	100% employees complete IHasco mandatory EDI and unconscious bias training
Learning and Development	Over 75% of employees complete the optional EDI IHasco units
Learning and Development	100% of SMT complete EqIA training

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Report to: Finance, Resources, and Corporate Committee

Date: 7 June 2023

Subject: Corporate Performance - KPIs 2022/23 Quarter 4

Director: Alan Reiss, Chief Operating Officer

Author: James Nutter, Corporate Planning and Performance Manager

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

1. Purpose of this Report

- 1.1. This report provides an overview and review for quarter 4 (Q4) 2022/23 of the Corporate KPIs, and an update on the Corporate Plan for 2023/24. All performance data relating to the corporate objectives is historic data covering from April 2022 to March 2023.
- 1.2. An overview of the Q4 2022/23 KPI returns can be found in section 2.1, and an update on the work that is progressing on the Corporate Plan in section 2.2 of this report. The table in appendix 1 highlights key progress and the potential challenges against each of our Corporate Objectives. Within these are several directorate KPIs: a more detailed table for Q4 is included as appendix 2 of this report which provides a detailed account of progress and the RAG rating for each quarter for comparison. A copy of the Corporate Plan will be provided separately to the Committee as Appendix 3.

2. Information

2.1. Q4 KPI results

- 2.1.1. Appendix 1 provides an overview of progress against organisational objectives as presented here:

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

- 2.1.2. These ratings are a result of the average RAG rating of the individual KPIs within the objectives, which can be viewed in appendix 2.
- 2.1.3. This report focuses on the progression in achieving our corporate objectives from the previous quarter (Quarter 3) of year 22/23.
- 2.1.4. The current RAG rating of all corporate objectives remains the same as the previous quarter with the exception of one, “Enabling a diverse, skilled workforce and accessible learning for all” which has moved from green to amber, though the overall picture remains broadly positive. There are four KPI’s that contribute towards achieving this objective, two are rated as amber and two are rated as green, detail is provided in appendix one. The reason this KPI has moved from green to amber is due to the RAG rating for KPI W1 (Development of a skills pipeline and investment plan. Including the development of the digital skills plan by Autumn 2022) changing from a green rating to an amber rating. This KPI relates to Development of a skills pipeline and investment plan, including the development of the digital skills plan by Autumn 2022 which has been delayed to Autumn 2023. New Employment Support and All Age Careers strategies are being developed to support the Combined Authority’s position on future devolution. A Strategic Outline Case is currently in assurance and includes a range of E&S programmes with a range of interventions to address current workforce development and future workforce needs.
- 2.1.5. Only two of the corporate objectives have been rated as red and the details of these are discussed below.

Empowering Communities Towns and Cities to Thrive

- 2.1.6. There are 4 KPI's that contribute to achieving this objective. One is rated as green, one is rated as amber, and two have remained as reported in q3 (red). The KPI rated as green relates to the delivery of Brownfield Housing Fund and creating 1200 new homes. By the end of March 2023 we exceeded this target by nearly 50% by creating 1771 new homes.
- 2.1.7. One of the red rated KPI's relates to ensuring the bus network is inclusive with good connectivity for all of our communities, and as the committee will recall from the last meeting, it is been rated as red due to continuing funding uncertainties and cost pressures that are affecting CA and bus operators, and these concerns have previously been reported to Combined Authority, Transport Committee and Finance Resources and Corporate Committee.
- 2.1.8. The other red rated KPI has no change from Q3. It relates to preparing new policies and maintain existing policies as part of the Strategic Economic Framework. This is due to delays related to resourcing; however the Combined Authority plans to continue to pursue this work into 2023/24.
- 2.1.9. Some areas of place-based policy have been delayed due to resources being realigned to programme development activity and vacant posts in the team in 2022/23. The housing strategy evidence is now in place and the new target date for completing the strategy is Q4 2023/24. The flood review will also be progressed in 2023/24. The Low Emissions Strategy is underway led by the Transport Directorate. Government have recently issued guidance on Local Nature Recovery Strategies and new burdens funding so that work is progressing. An announcement is expected shortly from Government to confirm that the Combined Authority is the lead authority for our region.

Creating an Accessible Clean and customer focused transport system

- 2.1.10. One KPI in particular has positively contributed to achieving this corporate objective which is the delivery of the Bus Enhanced Partnership. The Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan has now been adopted. The first stage of BSIP expenditure has been approved by Transport Committee.
- 2.1.11. The three red KPI's relating to this corporate objective are discussed below.
- **Meet the Transforming Cities Fund Annual Expenditure target** – of the original forecast of £129.5M, the final year end spend (March 2023) was £42,614,445. A contributing factor to this underspend is due to the forecast being solely based on partner forecasts. Further changes since this point were the completion and reprofiling of Transforming Cities Fund into City Region Sustainable Transport Scheme over a longer period. The inflation review also contributed, where a number of our schemes were put forward for pausing, pipelining or phasing, to deal with over programming and inflationary issues across Transforming Cities Fund and West Yorkshire Transport Fund. There has also been some performance/progress issues on some partner schemes that we are actively managing to get these back on track.

- **Delivery of the Bus Service Improvement Plan** – The commercial local bus market remains very volatile. Bus journey reliability, punctuality, and improved bus speed has a district partner component in terms of road space allocation, parking restraint and costs, and enforcement.
- **Ensure efficient delivery of Combined Authority transport services** – This concerns the 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. Increased financial challenges, reduced levels of customer demand (80 per cent pre pandemic levels), and market volatility continue to be contributory factors. 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.

2.1.12. The following KPIs have all shown positive progression since Q3:

- **E2** (amber to green) in relation to the delivery of Brownfield Housing. There has been a progression of 9 Business Cases through the Assurance Framework - which despite being 1 below the forecast - the indicative output is 1771 homes which is 571 homes above the original forecast.
- **B3** (red to amber) in relation to the delivery of the Social Housing Decarbonisation Fund. There have been a number of challenges (cost of living crisis and project delivery challenges) which have impacted delivery, however good progress has been made (2nd highest performer nationally) and further funding awarded to support project.
- **J8** (amber to green) in relation to attracting, growing and retaining investment in West Yorkshire. 1701 jobs have been created and 110 safeguarded at the end of Q4.

2.2 Corporate Plan 2023-24

2.2.1 The Corporate Plan for 2023-24 has been produced and is to be agreed by the Chief Executive, in consultation with the Mayor and LEP Chair as delegated by the Combined Authority. The Corporate Plan sets out the objectives of the organisation over 2023-24, split by the seven corporate objectives and firmly focussed on outcomes. It also contains information about the budget and the organisation. A copy of the Corporate Plan will be provided separately to the Committee as Appendix 3.

3. Tackling the Climate Emergency Implications

3.1. Five of the eight KPI's relating to "Building a Sustainable, Nature Rich and Carbon Neutral Region" have been rated as green with the remaining three

receiving an amber rating. These three include modifications to existing social housing to improve energy efficiency, replacing the CA's existing diesel vehicles with electric vehicles, and implementing actions from the Carbon and Environment Action Plan. One KPI (B3) has shown an upwards progression, this is discussed in section 2.1.5. Progress to note is an over-achievement of targets within the Retrofit Hub pilot (150 whole house surveys against predicted 100).

- 3.2. In the Corporate Plan, Tackling the Climate Emergency is noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year.

4. Inclusive Growth Implications

- 4.1. There appears to be significant benefits to inclusive growth, with the objectives 'Enabling a diverse, skilled workforce and accessible learning for all', and 'Driving economic growth and innovation to enable good jobs' having an overall green/amber RAG rating.
- 4.2. However, as has consistently been identified this year, cost inflation, cutbacks and budgeting issues risk negative implications for inclusive growth. This can be seen in E1 (in relation to ensuring the bus network is inclusive with good connectivity) with cost pressures consistently keeping this KPI in red.
- 4.3. In the Corporate Plan, Inclusive Growth is a noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year.

5. Equality and Diversity Implications

- 5.1. Overall, there appears to be a good progression of EDI targets across the KPIs with targets being met or exceeded in many cases. As has been noted in previous reports, risks such as cost inflation and budgeting pressures will have a more detrimental impact on those who are already disadvantaged, if some projects are unable to be realised due to cost pressures, the risk of not meeting EDI targets may be increased. To note, despite the publication date being moved (detailed provided in 2.1.4), Mass Transit are producing an EDI strategy to embed across the Directorates work.
- 5.2. In the Corporate Plan, EDI is a noted as a key cross-cutting theme and a case study provided to highlight positive work in the last year. We have also included a full page to highlight EDI as a key priority for the organisation this year.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1. No external consultations have been undertaken.

10. Recommendations

10.1. That the Committee considers the Q4 KPI results for 2022/23 and notes the Corporate Plan for 2023/24.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

All performance data relating to the corporate objectives in appendix 1 and 2 is historic data covering from April 2022 to March 2023.

Appendix 1: Overview table of corporate objectives.

Appendix 2: Corporate KPIs Q4 Reporting

Appendix 3: Corporate Plan 2023-24 **TO FOLLOW**




Overview table of corporate objectives to 31 March 2023 (further progress has been made to date)

Objective	Status (RAG)	Progress of note	Challenges
Empowering our communities, towns, and cities to thrive.		E2 – target has been exceeded by 571 homes, enabling 1771 homes on Brownfield land. The programme has also secured an additional £22million of Government funding, allowing outputs targets to increase over the lifetime of the programme (a further 900-1855 new homes by March 2023).	E1 – 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 E3 – unforeseen in-year pressures has meant WY Housing Strategy will not be delivered this financial year. Currently recruiting to 3 housing related roles to support with capacity.
Building a sustainable, nature rich and carbon neutral region.		B3 upgraded from red to amber, detail provided in section 2.1.5 B4 has seen an overachievement of it's target (150 whole house surveys completed against predicted 100). B9 – 85% of procurements over £60K completed included Carbon Impact considerations, this was not previously a requirement. B6 – Gas and Electricity contracts provide for 100% renewable energy.	B7 – 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. B8 - This KPI remains amber as 'launching' the Better Homes Hub is not yet achieved albeit we are already delivering retrofit activity.


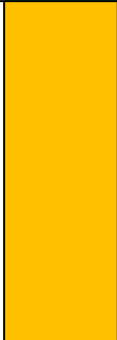
55

Overview table of corporate objectives to 31 March 2023 (further progress has been made to date)

56

<p>Creating an accessible, clean and customer focussed transport system.</p>		<p>To note, a Mass Transit EDI strategy is being developed. Despite not being published when predicted, work is on course to have this published by summer 23, and demonstrates EDI being positively incorporated into the Directorate’s work at an early stage.</p>	<p>Challenges to note are provided in section 2.1.4 of this report. T6 – BSIP targets at risk due to patronage remaining well under pre-Covid levels. T7 – ongoing financial challenges and reduced level of customer have impacted this KPI being realised.</p>
<p>Supporting community safety and accountable, proactive policing.</p>		<p>Good overall progress against KPI, with all 4 KPIs having a green RAG rating. Key progression includes the Safety of Women and Girls Strategy being published in Nov, and a new VRU response strategy being completed with a delivery plan. Within the VRU, 14000 people under 25 and approximately 900 people over 25 have been reached across the financial year.</p>	<p>As with the previous report minimal reputational risk has been identified within S1 – ‘Reducing Vulnerability and Multiple and Complex Needs’ being likely to slip into 23/24.</p>
<p>Championing culture, sport and creativity.</p>		<p>C3 and C4 both have continually shown a green RAG rating, with good progression on targets and EDI targets throughout the year.</p>	<p>As noted in the previous report, C1 has been delayed due to cost escalations and a need for a programme review.</p>

Overview table of corporate objectives to 31 March 2023 (further progress has been made to date)

<p>Driving economic growth and innovation to enable good jobs.</p>		<p>7/9 KPIs have a green RAG rating with targets and EDI targets being met.</p> <p>Progress to note is J8, detail is provided in section 2.1.5 of this report.</p>	<p>J1 and J2 are amber (with J2 being downgraded from green). This is largely due to capacity constraints causing delays in delivery, however work is ongoing.</p>
<p>Enabling a diverse, skilled workforce and accessible learning for all.</p>		<p>W3 has seen a 126% overall achievement of targets (336 businesses supported as opposed to the predicted 266), and W4 has seen 57,515 adults supported against the target of 62,300. Good progress against EDI targets across the KPIs.</p>	<p>W1 has been downgraded from green to amber impacting the overall RAG rating of this objective. Delays have impacted realisation of this KPI, however pending assurance and CA approval, digital inclusion and digital diversity programmes likely to be live in Autumn 23 and Spring 24.</p>

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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.		Alan Rees, Director of Strategy, Communications and Intelligence	Patrick Downes, 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 head with local authority portfolio leads - such as Leeds. Activity into Q3 is now translating 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. The responsibility for applying the toolkit in project appraisal now sits with the PMA team who are procuring additional training resource to enable PMA staff to cover carbon specific appraisal this follows a recent L&C decision that no dedicated appraisal resource for carbon will be needed - PMA and Research and Intelligence will continue work jointly on left development of carbon appraisal. The Q4 internal training sessions for PMA on the CIA toolkit have been delayed due to resource constraints in the Strategic Transport Modelling Team and will be rescheduled for Q1 2024. Planning is now underway for the key updates to CIA which will be incorporated into the next review of the Assurance Framework - the toolkit will be updated to take into account new national guidance on carbon appraisal as well.	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	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 Framework in January with an anticipated start on site in Summer 2023. Number of completed installations that qualify for the government grant and have achieved EPC C + 660 to date. Department of Energy Security and Net Zero (DESNZ) has approved a 3 month extension to the programme in terms of drawdown of their grant, therefore programme will continue into 23/24. All eligible government grant to be claimed by end of Q4. All match-funded projects to continue and complete by Q4. Despite good progress (as of time of last national progress update in November we were the 2nd highest performer within the national programme), the final forecast for the programme is reduced to 929 properties (subject to final approval by DESNZ), due end April. Challenges have included inaccurate surveying identifying appropriate properties for Cavity Wall Insulation and challenges in applying Cavity Wall Insulation to blocks of flats. In response to the challenges in delivering SHDF Wave 1 and the current cost of living crisis, Esm of Gainshare has been allocated to SHDF 'Booster' project 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 1780 properties by March 2024. 168 properties were completed by end of March 23. In addition, the CA has been awarded £14m from SHDF Wave 2 this together with £16m of match funding will create a £30m programme to retrofit a further 2400 properties. Project completed and closed on 30 November 2022. 190 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Local 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 installations 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.	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 social 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					Deepse good progress (as of time of last national progress update in November we were the 2nd highest performer within the national programme), the final forecast for the programme is reduced to 929 properties (subject to final approval by DESNZ), due end April. Challenges have included inaccurate surveying identifying appropriate properties for Cavity Wall Insulation and challenges in applying Cavity Wall Insulation to blocks of flats. In response to the challenges in delivering SHDF Wave 1 and the current cost of living crisis, Esm of Gainshare has been allocated to SHDF 'Booster' project 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 1780 properties by March 2024. 168 properties were completed by end of March 23. In addition, the CA has been awarded £14m from SHDF Wave 2 this together with £16m of match funding will create a £30m programme to retrofit a further 2400 properties. Project completed and closed on 30 November 2022. 190 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Local 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 installations 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.	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 tenants do 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).					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 allow adult learners across West Yorkshire to register and complete the free Retrofit Module	
B5	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 responses 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. 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 LA's Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub. Development funding of £366k 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 business council project. Energy Efficiency and Carbon Reduction Framework in advanced stages of development. Better Neighbourhoods programme approved an driving to delivery (grant funding agreements in place). Skills and Business Support programmes being led by other teams. Client side support brief is in final review stage. This KPI remains amber as 'launching' the Better Homes Hub is not yet achieved albeit we are already delivering retrofit activity. Net Zero Region Accelerator - prospectus of low carbon projects / investable propositions in final stages of development.	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 focuses 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.					EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan. Equality Impact Assessment (EIA) produced for the Strategic Outline Case. Stage 1 and 2 EIQAs submitted as part of Better Neighbourhoods project documentation. This is a grant funding programme for local communities and beneficiaries will include hard-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 £50k	Angela Taylor, Director of Finance and Commercial Services	Faye Barker, Head of Commercial Services	Procurement strategies are required to include their EDI implications					In Q4 85% of procurements completed included Carbon Impact considerations. Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in the first half of the year were initiated prior to this requirement. Going forward carbon impact considerations will form part of all procurement strategies over £50k.	Equality Impact Assessment (EIA) 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 progressed and the approach to the project specified. This is likely to now include elements of permanent works alongside a reduced temporary scope of works. Culture, Heritage and Sport Framework approved by Assurance Committee in Nov 22, LEP and CA in Dec 2022. Kirkstoes Year of Music 23 Approved through Culture and CA. Leeds 23 WOV 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 May 23.	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 Hubwork communities benefit from the project. 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 metrics: "The number of people engaging with culture, heritage and sport (including young people), and whether they reflect the diversity of our communities." A pipeline of work is in progress - 13 x business cases approved, a further Skills and Business support scheme progressed through assurance with strong EDI targets, and includes continued EDI-focused programme the Mayor's Screen EDI Programme. Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation. EDI evaluation included in Year of Culture business cases.
C3	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. Develop and implement a Creative New Deal and shape interventions to deliver it to support in part more inclusion and diversity in the region.	Phil Wicheley, Director of Inclusive Economy, Skills and Culture	Phil Wicheley, 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)					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 May 23.	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 metrics: "The number of people engaging with culture, heritage and sport (including young people), and whether they reflect the diversity of our communities." A pipeline of work is in progress - 13 x business cases approved, a further Skills and Business support scheme progressed through assurance with strong EDI targets, and includes continued EDI-focused programme the Mayor's Screen EDI Programme. Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation. EDI evaluation included in Year of Culture business cases.

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, freelancers and microbusinesses.	Phil Witherley, 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.					20 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 Bronze's) completed delivery with 80 participants completing the programme. 20 individuals currently on Mentoring scheme.	For the Accelerator and Export Labs, the focus is on supporting over 50% of businesses from disadvantaged and diverse backgrounds or hard to reach communities, including but not limited to female-led companies, companies founded by BAME talent and companies founded by people with disabilities. The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until September 2022. Beyond Bronze's. The aim being to increase diversity in the screen industries by delivering TV/film production training and work placements to young people aged 18 to 30. Recruitment specifically targeted disadvantaged groups including gender, ethnicity, disability and social class, as well as district of participants. Creative Collectives will boost the creative ecosystem by supporting a bespoke programme of diversity focused events, ie Leeds Queer Film and TV Festival and other district events and projects. Supporting and encouraging engagement from the region's young talent and diverse communities with 50% of individuals from underrepresented groups. The main aim of the scheme and fund to engage with disadvantaged communities and individuals to ensure that the creative sector makes steps to become more permeable for individuals from diverse backgrounds, in turn growing the ecosystem. For the Mentoring scheme, 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 (targeting people working in mid-level careers in the Screen Industries to support and mentor them to progress to more senior positions, particularly women, people with a disability and people from disadvantaged backgrounds).
E1	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	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	Erwin Swarts, 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 unsewered 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.
E2	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 5) – BHF aims to deliver a start on site for 450+ 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.					Progression of 9 Business Cases through the Assurance Framework in 2022/23 (1 below forecast). Indicative outputs = 1771 homes, which is 871 above forecast. Cost inflation risk is causing some project sponsors to pause and consider next steps. NB 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 2026.	If the service cuts are implemented by bus companies, there is a risk that communities lose connectivity. Each project has completed an Equality Impact Assessment (EIA), which will be updated as it progresses through the Assurance Framework. Of the 1771 homes achieving indicative approval in 2022/23 approx. 427 are anticipated to be affordable across a range of tenures.
E3	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	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 outdoor / 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).					The Demerits-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	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2. Secure 120million flood risk management funding (Government and other partners, Quarter 1) Design quality (review completed of 60% TCF schemes by Q4). SPA sites identified for design support Q3. Safer parks design guidance completed Quarter 3. Digital Infrastructure (Gigabit-capable broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.	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.					Capital Infrastructure and Natural Flood Management Programmes have both 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. SPP approved by CA and signing / launch at UKREIF planned. Safer Parks (for women and girls) research project feedback 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. 500k funding secured and consultancy brief 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. Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping progressing (without the mobile coverage element due to banners).	Safer Parks (for women and girls) findings have identified issues which will be used to influence policy and practice including design guidance. This 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 safer 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	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Fair work charter launched and business sign-up to charter.	Consultation undertaken March/April 22. Charter launched summer 22.	Alan Rees, 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 issue 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 being taken through SPF funding route, in addition to an open call to support innovation and alternative business models. The call details are due to be published in April, with appraisal taking place in May. 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. Equality, diversity and inclusion is a key criteria for open calls for projects.

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 Wicheley, 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				4609 SMEs Supported 154% 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 24.2% Female decision-maker 50.8% 20% most deprived 33.1% 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.
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 East & global events through access to finance and good quality advisory support (public and private).	1610 SMEs supported intensively to build resilience and grow.	Phil Wicheley, Director of Inclusive Economy, Skills and Culture	Henry Rigg, Head of Business Support	25% in 20% most deprived on IMD				1610 SMEs 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. BGF, 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.	25.9% 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 EDI in terms of outreach, marketing and target outcomes.	500 pre-start & start-up firms supported.	Phil Wicheley, Director of Inclusive Economy, Skills and Culture	Henry Rigg, Head of Business Support	50% Female, 20% BAME (30% for Workstream 3). 5% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%).				648 pre-start & Start-up firms supported 170% 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 Adventures 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 partly attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.	Female 60.9% Ethnic Minority 36.0% 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, Aredale 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 Wicheley, Director of Inclusive Economy, Skills and Culture	Phil Wicheley, 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 launched in Feb 2023. Landscape application to support cluster development submitted in November 2022 - still awaiting outcome. In progress of developing an Investment Zone bid with DLHUC, due Summer 2023.	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 Wicheley, Director of Inclusive Economy, Skills and Culture	Head of Trade & Investment	Targeting 10% of businesses supported to be those that are traditionally excluded from export activity, e.g. female owner/operated and BAME led businesses.				247 businesses assisted by Trade and Investment via initiatives like the Alibaba Group and UK Israel Free Trade Agreement roundtables and Export Academy sessions.	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 Wicheley, Director of Inclusive Economy, Skills and Culture	Head of Trade & Investment	Targeting all new jobs created to be paid above the national average salary.				A number of trade initiatives which relate to the new international trade strategy will assist this target to be met in 2022/23. 1701 jobs created and 110 safeguarded at the end of Q4. 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.	New and safeguarded jobs relate to 24 projects successes. 4 of the 24 project successes have landed outside of Leeds, in Kirklees, Wakefield and Bradford. 20 of the 24 project successes are the result of foreign owned new investments and expansions, with 9 linked to US investors.
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 needed in with target to become net zero by 2038.	Phil Wicheley, 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 KPIs 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				Investor confidence remains a concern given economic volatility and rising costs, though the defining pound may increase the UK's attractiveness for US investment and also account for some 20% of project successes to date. Limited Partnership Agreement signed in July 2022. The official fund launch event took place on 10 Nov 2022. The investment opportunity pipeline increased to 69 at the end of Q4 (Dec 2022) increasing from 52 opportunities in Q3 (Sep 2022). Foresight Investment Managers met with 25 SME Businesses in Q4 and an additional 3 offer letters were issued. The fund has made one investment to date (Q3) and there are a further 2 opportunities completing the last stage of the due diligence process; investment drawdown is expected in Q1/early Q2 2023. The current value of the opportunity pipeline is circa £11.65m and currently circa two thirds of the opportunities are from the Leeds Local Authority area, with 15% in Wakefield, 8% in Kirklees, 9% in Bradford and the remainder in Calderdale. The Q4 fund report highlighted additional Equity, Diversity and Inclusion data for gender and data on ethnicity was added to the Q4 Report; 60% of businesses in the current pipeline are all male management teams, 9% are all female management teams and the remainder are mixed teams with a small number of businesses where there is no data (5%). For the 2 businesses currently completing Due Diligence 1, has an all male team and 1 has a mixed management team. Of the 4 businesses that have received an offer letter, following an investor meeting, 1 of these businesses identified as having some minority ethnic representation. Currently there is no minority ethnic representation at businesses in either Due Diligence or Completion. The Investment Managers have established working relationships with internal and external stakeholders, including the Growth Managers and Local Authorities. A joint referral was made from Bradford MBC and the WYCA Trade and Investment team for My Labore, which is currently being followed up by Foresight. An initial meeting has taken place and the business is currently completing an action plan, prior to receiving an initial offer letter.	69 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 32% of businesses in the current opportunity pipeline have mixed management teams and 8% identified as having all female senior management teams Data has been provided for EMBI businesses in the Q4 report; however data on ethnicity is currently collated at offer letter stage but is not yet collected at initial enquiry. 1 of the 4 businesses reaching offer letter stage identified as having some minority ethnic representation at senior management level; however there is currently no representation in those businesses completing due diligence or who have received investment. Fund Investment Managers are planning further regional events to publicise the SME Investment Fund in local areas across the Region following the launch event in Nov 2022, these events are planned for the end of May 2023.
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 themes, mirroring the Police and Crime Plan inclusion and inclusion 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.				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 LCU8. Safer Places strategy likely to be integrated into the new PUA. Civil & Place Directorate workstream to create a more holistic approach. Reducing Vulnerability and Multiple & Complex Needs likely to slip into 2024, 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	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, 10/03/23), 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 - 6.8% at December 2022. A 0.6% increase on previous 12 months (December 2021). Increase proportion of female officers - 38.5% at December 2022. A 1.3% increase on previous 12 months (Dec 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's Best Practice 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	VRU Decision making inclusive Eq/eq's VRU engagement is representative of the community. The Community are involved in VRU decision making.				A new Violence Reduction Unit (VRU) reviewed strategy 2023 has now been completed, together with a new delivery plan for the revised indicative budget of £4.3m for the new financial year. The expected delivery for 2023 was achieved with a spend of £3.3m on intervention programmes, some of which will continue into the new financial year. The Home Office Q4 returns are being progressed for the deadline of 30th April. In this financial year around 14,000 young people under 25 were reached and approximately 900 over 25% reached. All VRU decisions continue to have an EQIA. The Community advisory group is represented on key decision making boards and membership reviewed and refreshed to continue achieving representation. The Response Strategy will drive our work and the new Delivery plan is completed and awaiting sign off with the Home Office. A revised budget is now in place for 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 took place in Quarter 3 to ensure all structures are fit for purpose and that West Yorkshire Partners and duty holders are prepared for the new financial year.	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, last one was 23 January and we are already preparing the next event. Our community engagement also continues through our Community engagement/leadership group.

T1	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Meet the Transforming Cities Fund Annual Expenditure target.	£120.5M 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 2023 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 Q4 update - Final year end spend (March 2023) was £42,614,445 £120.5M was the original forecast but this was solely based on partner forecasts, things that have changed since this point were the wrapping up and repooling of TCF into CRSTS programme over a longer period and also the inflation review where a number of our schemes were put forward for pausing, deferring or phasing to deal with over programming and inflationary issues across TCF and WYTF. There has also been some performance/progress issues on some partner schemes that are actively managing to get these back on track. When the original £120.5 forecast was put in, we still didn't know whether DTF would allow us longer than March 23 to spend TCF	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 EQIAs 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 £30m (WY-TF)	Dave Haskins, Director of Transport Policy and Delivery	Dave Haskins, Head of Transport Implementation	N.A. – objective is spend only					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. Q4 -West Yorkshire Plus Transport Fund: -Leeds Public Transport Investment Programme: -Integrated Transport Block (CA/Legacy projects): -Active Travel: -New Station Fund: £3,731,910.23 (no change – White Rose scheme has fully spent) Total: Inflation review December 2022 pipelined projects which had financial, deliverability or sustainable transport concerns. This has led to a reduction in the number of live projects meaning expenditure was paused. Annual financial information available MAY 2023	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.					Q4 update: 4 x Outline Business Case approved (Huddersfield Bus Station, A62 Cooper Bridge, Wakefield A638 Doncaster Road, A641 Bradford -Huddersfield Corridor) 5 x Full Business Cases approved (LCC City Square Plus, CIP Holmfirth, York Railway Station Gateway (WYTF/TCF), Transforming Travel Centres, Bradford Interchange Resurfacing Works) 9 x projects started on site (TTC Bradford, BIRW, Steeton & Silsden P&R, SAEP, CIP: A62 Smart Corridor, Dinsley Arms, Finn Hill, Leeds CC City Centre Plus, LCC Armygy Gyrotyr) 9 x projects completed on site (Leeds ELOR, Harrogate Road New Line, City Connect, Canals INC, Canals Leeds Liverpool Shipley, Leeds CC Regent Street, Transforming Travel Centres Bradford, Leeds Bus Station, Holden Bridge P&R, SAEP, Wellington House) Inflation review December 2022 pipelined projects which had financial, deliverability or sustainable transport concerns. This has led to a reduction in the number of business cases coming forward through the Assurance Framework. The projects have been pipelined for future funding opportunities. This allowed for re-prioritisation of projects due to start on site or on site. Exceeded targets on start on sites and completion on site.	All projects undertake Equality Impact Assessments, which are approved 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					Programme inflation review has had an impact in year with some schemes being paused, slowed down or delivery phased, as well as value engineering exercises on some schemes that have delayed business case submissions. Ongoing review of forecast/KPI implications, but initial KPI's at the start of 2023 have not been met. A number of schemes on site, but forecast completions for 2023 have slipped into 23/24 (White Rose and Halifax Bus Station) through substantial on site progress made. Total OBC's approved to date: 5 OBC approvals funded in Q4: 2 Total FBC's approved to date: 3 FBC's forecast in Q4: 2 Total Start on Sites: 5	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 EQIAs 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 - 85% (2025) and 90% (2030)					The assessment for bus reform is ongoing and on track for a potential mayoral decision by March 2024, with the CA considering a draft of the assessment to approve to move to audit in May 23. 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	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Further develop mass transit proposals for West Yorkshire.	Establish regular engagement with DTF 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	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 DTF progressing with nominated DTF Sponsor confirmed and dedicated Mass Transit team established. Regular monthly meetings with DTF (including engagement in Transport Senior Leadership Board along with HM Treasury representation). Programme SOBC confirmed by WYCA/PAT and further development of discrete SOBOC 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. Design development for Phase 1 corridors is progressing with Orange and Green routes. Interface with local districts is ongoing and is being managed with monthly DAG meetings and intensive workshops so input into the design is captured. 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. Integrated Master Schedule is currently under development with a baseline programme being achieved in 23/24 - currently has WYCA milestone dates, Business Case works, Design Development works, EDI strategy and Stakeholder Engagement Strategy. Programmes from all will be added to the MS as they join the Mass Transit project. Organisational design confirmed and resource recruitment progressing. Interim resources in place to manage during resourcing development and recruitment. An Environmental and Land Support Partner have been awarded to support the delivery of a responsible Mass Transit system. EDI strategy not achieved in line with measure in column G, however, plan produced and ongoing with Lot 2 partner to achieve goals. A Communications Strategy is also progressing to capture the engagement / consultation activities into 23/24. One of the largest programmes of data collection is underway during Q4 (into 2023/24) to support the development of the West Yorkshire regional transport model. The data being collected is required to provide a contemporary dataset for the post-Covid model calibration. The data collection activities are spread widely across all the districts of West Yorkshire, and cover highway and public transport modes as well as household surveys to understand travel demand and preferences.	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 Matt 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 'foundation' 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 forward from Mayor Brabin reinforcing the commitment to EDI through the Mass Transit Programme from across WYCA. Network of accessibility engagement groups being established over next 12months Our WYCA Mass Transit team is currently working to establish an external-facing user accessibility group involving members of the public and key user/accessibility group(s). This would look to build on some of our existing accessibility group(s) that have been consulted for previous pieces of work within the Combined Authority. We are also looking to benefit from existing contacts and relationships with similar groups that are active through our District Partners and stakeholders engaged on other live projects. We are also proposing to procure an accessibility consultant to work alongside the WYCA Mass Transit team in establishing the groups, and to provide accessibility support and advice to the programme as it develops. Planned route options engagement for MT being fully accessible for all and opportunities for all communities to have their say. In addition to the above, the Mass Transit team is currently working with Communication and Engagement colleagues to establish a stakeholder database for upcoming consultation events. This will be informed by the EDI Strategy and the wider stakeholder and consultation workstreams Matt MacDonald are engaged with. This will include a detailed stakeholder mapping exercise based on demographic mapping across each of the proposed Mass Transit routes. The Accessibility Consultant will also input into our

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 Haslins, 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. Delay to LTP guidance being issued by government, meaning Mch 2024 deadline for new adopted LTP no longer applies. Discussion required with government regarding expectations around programme. Round 1 consultation will take place early 2024, and then an implementation plan for the Local Transport Plan will be consulted on end of 2024. One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Carrill 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 - 99.9% 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 Swain, 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. BSIP funding of £30m awarded (£31m network enhancements, £37m Fares support) - singles capped at £2 on dayscares at £4.50 implemented September 2022 7.2 customer journeys made in first three months customers have saved £3.6m (average of 20% per ticket) Covid recovery in line with rest of UK but remains well under pre-Covid levels (c.85%) putting this target at risk. 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 increased bus access to Districts of east-wood, Alwoodley, Oakdale, and Otley. 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 (GRT) rebating BRIS 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.	Accessibility and connectivity is considered as part of future local bus network design. EQIA process is implemented for significant changes to service levels.
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	Dave Pearson, Director of Transport Operations and Passenger Experience	Michael Bunting, Head of Passenger Experience - Fares, ticketing and information Edwin Swain, Head of Mobility Services - Network, accessibility	Develop a database of characteristics of service users by introducing additional questions on application.							Based on the Transport Levy being maintained at current levels in 2024, there will need to be far more radical changes to tendered bus service provision across the network. Patronage has fallen 17% since 2019. This will need to be addressed. Service delivery must be reviewed and revised in 2023/24, this will require formal consultation.	Accessibility and connectivity is considered as part of future local bus network design.
T8	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Consistent delivery of customer service to transport users.	Service delivery stats Metrolink 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. Four, three-hour workshops to determine activity-based costings in TCs complete. Utilisation rate calculated at c.80% with c.20 activities of value to customer. Similar exercise being commissioned for Metrolink which had new telephone system implemented in Q4 to deliver enhanced offer to customers. Data from these exercises to inform new Customer Service Action Plan. Passenger Charter launched in March 2023, website, A3 A4 posters at bus stations and TCs and QR code on all RSDs being rolled out to pre-covid levels across the region. Data collection of 16 travel centre activities underway to assess value to customer and current costs. New software being tested in Metrolink from January 2023 and data collection will be developed to ensure utilisation matches defined service outcomes.	The development of a database of characteristics of service users is currently being explored and progress will be reported on in subsequent quarters.
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.							Customer Charter finalised and to be implemented by end of Q4 to underpin and raise standards and expectations. 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. 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	Phil Wicherley, Director of Inclusive Economy, Skills and Culture	Phil Wicherley, 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 with regular review and oversight from E&S Committee who have prioritised the pipeline. A digital diversity programme is currently in development, a digital inclusion programme has been fully designed and developed with a DWP co-fund option for LAs, and is going through the assurance process. Digital Skills Framework fully endorsed and adopted with interventions prioritised by ESC and are at various stages of development with digital inclusion and digital diversity programmes likely to be live in Autumn 23, Spring 24 respectively (pending assurance and CA approval) A new Employment Support and AI Age Careers strategies are being developed to support the CA's position on future devolution. A Strategic Outline Case is currently in assurance and includes a range of E&S programmes with a range of interventions to address current workforce development and future workforce needs on a range of interventions.	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 LA6 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) E&S interventions will be developed to address progress from KPIs identified in State of the Region Emerging employment support and all age careers strategies will undertake an EqIA assessment
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 Wicherley, Director of Inclusive Economy, Skills and Culture	Phil Wicherley, 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.							The emerging recommendations from the Green Jobs Taskforce were taken to Employment and Skills Committee in March, further task and finish groups will be convened to support the finalisation of the final report and its recommendations. The report will be presented to relevant thematic committees for adoption and oversight for a delivery plan to address recommendations. The findings from the commissioned research are being used to support the design of E&S interventions on the pipeline.	Equality Impact Assessment (EqIA) has been completed Activity to consult with young people has been undertaken to inform the work of the Taskforce, and its emerging recommendations in the report
W3	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of businesses supported to engage with employment and skills programmes	268 (including 90 business volunteers in schools).	Phil Wicherley, Director of Inclusive Economy, Skills and Culture	Michelle Burton, Head of Employment and Skills	20% of businesses in most deprived on IMD							338 businesses supported against the 2223 target of 268 which is 126% overall achievement.	25% 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, re-train or access employment/self-employment	62300	Phil Wicherley, Director of Inclusive Economy, Skills and Culture	Michelle Burton, Head of Employment and Skills	For AEB: - 43% Learners from ethnic minority groups (WY demographic 20%) - 23% Learners with learning difficulties and disabilities (match WY Demographic) - 67% Female learners For non-AEB: - Ethnic minority – 20% - People with disabilities – 23% - Women – 50%							57,515 adults supported against the 2223 target of 62,300 which is 92% overall achievement.	For AEB: - Ethnic Minority Groups - 50% against cumulative profile of 43% - Learners with disabilities - 17% against cumulative profile of 23% - Female Learners - 68% against cumulative profile of 67% For non-AEB: - Ethnic Minority Groups - 51% against cumulative profile of 20% - Learners with disabilities - 17% against cumulative profile of 23% - Female Learners - 51% against a cumulative profile of 50%

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